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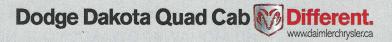


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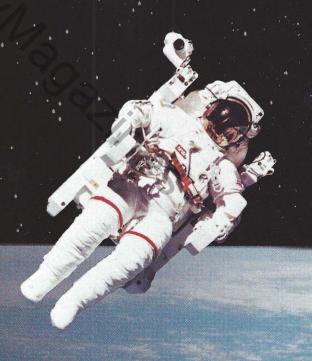


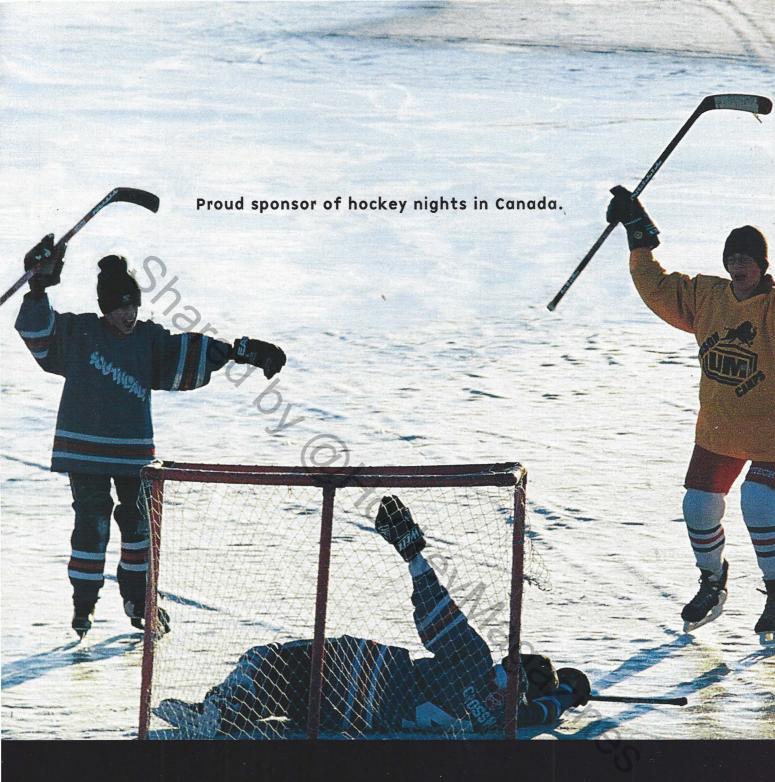
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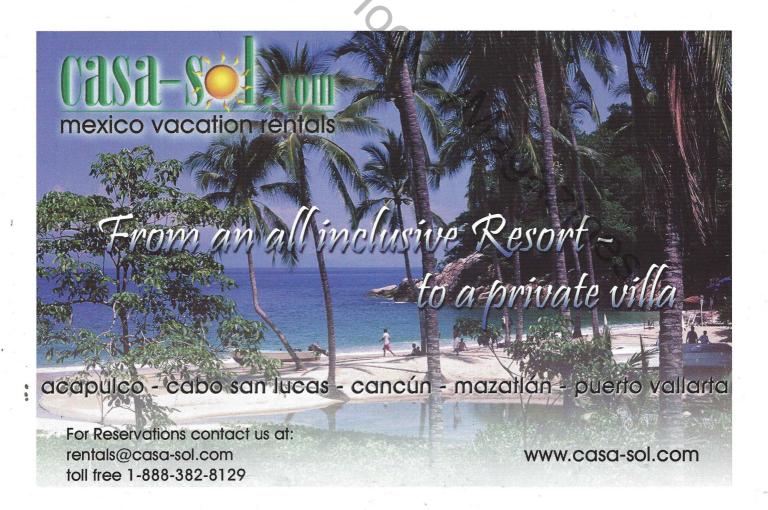


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President's message

THE CALGARY Flames hockey team was born out of a

vision, a vision held by a group of local business people who wanted to bring the NHL to the great city of Calgary. That vision was realized in 1980.

Here we are now in the year 2000, with an organization that can boast two decades of excellence both on and off the ice. It is my belief that throughout our history the Calgary Flames have

endeavoured equally hard to perform both on the ice as a hockey team and in the community as a valuable part of the social and cultural mosaic that is contained in Calgary.

This special publication is part of the celebration of the 20th anniversary of the franchise in Calgary. Throughout these pages you will read about the exploits of a hockey team which has been one of the most successful clubs in the National Hockey League over the last 20 years. In addition, you will also read about the contributions this organization has made to the community of Calgary and the impact it has had on the growth of the city into a world-class metropolis.

Personally, when I think of the Calgary Flames, I first think of tradition. When I joined this organization in 1996 as President and Chief Executive Officer, I was struck by the string of achievements that the franchise

had built in less than 20 years. Winning is synonymous with this team, and it is a fact that over the last two decades the Calgary Flames boast one of the best overall records of any NHL team.

Throughout the halls of the Canadian Airlines Saddledome, which in my opinion is still one of the finest arenas in the NHL, are the pictures of the great players, coaches and managers who have been associated with this team over the years. These people embody the tradition of winning. The names include players like Mike Vernon, Lanny McDonald, Kent Nilsson, Jim Peplinski, Al MacInnis, Joe Nieuwendyk, Joe Mullen, Joel Otto, Doug Gilmour, Hakan Loob, Gary Suter, and Theoren Fleury, to name just a very few; and, great coaches and managers like the legendary "Badger" Bob Johnson, Terry Crisp, Dave King, Al MacNeil, and Cliff Fletcher.

When you think about the teams in the NHL today, save for the Original Six, there are few clubs that can point to the consistent success that the Calgary Flames have enjoyed in their time, and we continue to work hard to carry on the tradition of winning, which brings me to the present.

There is no doubt that this organization faces a number of serious challenges today. The business of professional hockey has changed dramatically since our team came home from Montreal in 1989 with the Stanley Cup. The fact alone that the total player payroll for that

1989 Cup-winning team is less than what some individual players make in the NHL today is illustrative of the new economics of hockey. In addition to escalating costs, people today have more entertainment choices than ever before, so we not only compete on the ice, but off the ice as well.

However great the challenges we face in this, our 20th year, our fans and the people of Calgary should be assured that this hockey team, its owners and managers, are committed to face these

challenges head on. Earlier I spoke of tradition. Well, I like to think back to 1986 when our team faced the powerful Edmonton Oilers in the second round of the playoffs. No one gave our team a chance. Edmonton, with the likes of Gretzky, Messier, Kurri, Coffey, Fuhr and others, presented a mountain much too high for a group of hard-working players from Calgary to climb. As you know, the Flames prevailed against all odds and in dramatic fashion.

Like that 1986 team, we believe we still will prevail and succeed, in spite of the challenges that face us.

Why do we hold to that belief? It is because our future is bright. After a period of disappointing results on the ice, this franchise embarked on a process to rebuild its winning ways. Led by our general manager Al Coates, his assistants and scouts, the team has carefully put together a core group of players that can compete with

the team has carefully put together a core group of players that can compete with teams with much higher payrolls than ours. Our coach, Brian Sutter, who we signed in 1997 to help with the rebuilding process, has transformed our group of "Young Guns" into a force to be reckoned with in this league.

In closing, I would like to thank the many people who have been part of the Flames family over the last 20 years. Your efforts, your desire to succeed and your determination to be the best have been some of the most important ingredients in the success of this organization. I would also like to thank the advertisers who have chosen to generously support this publication and by doing so, helped us to celebrate our anniversary in a special manner.

And, of course, I would like to thank the fans of the Calgary Flames and the people in the city of Calgary and the province of Alberta who have supported us over the years and continue to support us. You are the focal point of everything we do and your support is the single most important element in the ongoing success of the Calgary Flames. We intend to reward your support by continuing to strive to win hockey games and contributing through the Foundation and other avenues to the great community of Calgary.



Ron Bremner, President, CEO, Alternate Governor, Calgary Flames

In addition to the sound of 20,000 screaming fans

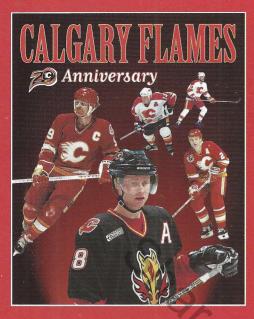
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Clockwise from top left: Lanny McDonald, Theoren Fleury, Kent Nilsson, Al MacInnis, Valeri Bure

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DistributionNewsGroup and NewsWest

Calgary Flames 20th Anniversary Collector's Edition magazine is published by Calgary Publishing

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Calgary Publishing Ltd.
Suite 9, 1111-3rd Street S.E.
Calgary, Alberta T2G 2S8
E-mail: calgarypublishing@home.com

Advertising inquiries can be answered at 240-9056 or faxed to 240-9059 Editorial inquiries can be answered at 240-9055 or faxed to 240-9059

Canadian publications mail product sales agreement #1426192

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Photograph provided by the Calgary Flames

MEASURING THE TRUE IMPACT OF

Putting a dollar figure on the economic

benefits our hockey team provides this city

proves more difficult than imagined



BY MARK CRNCICH

"HOW DO the Calgary Flames impact the city?" many people were asked in interviews for this magazine. Invariably, answers would involve one or both aspects of what are best associated with professional sports: emotions and economics.

On an emotional level, Canadians in general, and Calgarians specifically, are attached to the spectacle of hockey and the on-ice performance of their NHL team unlike any other single entity or event.

This was recently evident at the 2000 All-Star game in Toronto where, despite an immediate majority rejection by the public of a proposed federal government aid package for Canadian teams, fans came out in record numbers to witness the best stars in the league. Even the practices and skills competition, which preceded the game, were sold-out.

While expressing their emotional attachment to the game in clear terms, professional hockey supporters are somewhat less definite in their views of the actual economic impact of an NHL franchise on their city. Yet, most are sure that a team does contribute to the overall financial and social well-being of their community.

In many ways you could achieve similar responses if you were to ask someone about the impact of landing a man on the moon. For those who remember the event, it was charged with emotions of wonderment, accomplishment and pride, even though the economic impact, in terms of the development of new technologies, the advancement of the space program, and the like, was somewhat more esoteric.

The terms "civic pride" and "major league" are most often used when people express the emotional impact of the Calgary Flames on the city. Calgary hockey fans are proud of the team's historical accomplishments, in particular the 1986 playoff series victory over a heavily-favoured Edmonton Oilers team and, of course, the 1989 Stanley Cup. It is fair to say that the outpouring of adoration and pride towards the teams that took part in those events were unprecedented in this city and have been unmatched since.

"The exciting events of 1986 and 1989, and the '88 Olympics, were the most galvanizing events this city has ever seen," says George Johnson, a sports writer for *The Calgary Sun* who has covered the Flames for the last 16 years.

In addition to the feelings of pride that the team creates, the status of the city of Calgary is elevated throughout North America, and in countries around the world, by virtue of the fact it competes in the most-watched and followed hockey league in the world. Indeed, the Flames are a travelling advertisement for this city when it competes in places like Boston and New York, and when the team's name regularly appears in newspapers across the globe. That exposure, in and of itself, goes beyond the realm of pride and emotion and creates business opportunities for Calgary.

"Creating image and awareness is the first thing you do when you try to promote your city, and sports is an integral part of that," says Wayne Peterson, President and Chief Executive Officer of the





1980-81 FLAMES COME TO CALGARY, THE TRADITION BEGINS

The vision of a group of local businessmen came to light in 1980 when the deal to purchase the troubled Atlanta NHL franchise was completed and Calgary became a big league hockey town.

Calgary hockey fans were ecstatic; not only would they get to see the best the world of hockey had to offer, but the Flames were a pretty good team. Atlanta had made the playoffs the previous five seasons with a line-up that included names like Kent Nilsson, one of the greatest Swedish imports to ever play in the league, Willi Plett, Guy Chouinard and Eric Vail.

Led by coach Al MacNeil, the Flames surpassed expectations in their first year in Calgary by finishing 39-27-14 for 92 points. They defeated Chicago and the tough Philadelphia Flyers in the first two rounds of the playoffs before bowing out to Minnesota in the Stanley Cup semi-finals.

Nilsson led the team in scoring that year with 49 goals and 82 assists for 131 points, a record which still stands today.



Calgary fans showed tremendous pride in their team following the Flames' Stanley Cup victory.

Calgary Convention & Visitors Bureau, an industry association charged with drawing visitors to the city. "Sports teams create a measurement in people's eyes about what type of community you have."

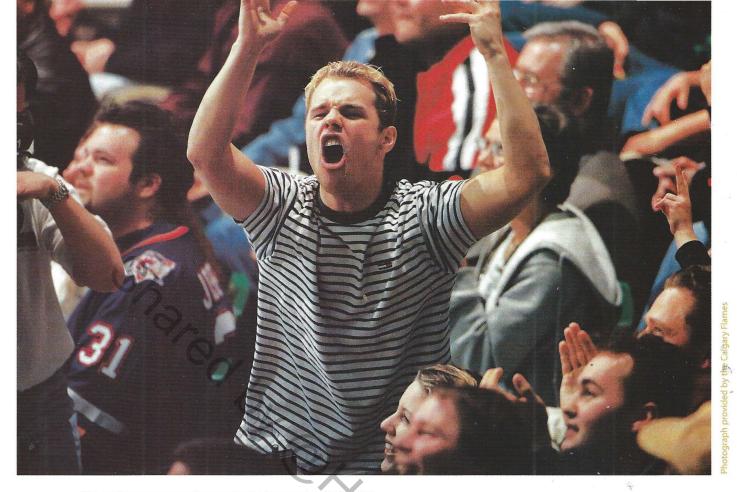
The team can have an impact on drawing permanent residents to Calgary, as well. Tim Hamilton, a partner in the Calgary office of executive search firm Caldwell Partners AMROP International, says the Flames are an important part of a certain mix of amenities that draw high-level business people to Calgary.

"Senior executives and top-flight minds want to come to a world-class city and an NHL franchise is important in sending the message that indeed Calgary is world class," says Hamilton.

Though a cut-and-dried, data-rich economic argument on the impact of the Calgary Flames does not readily come to your typical hockey supporter, the evidence is out there on the significant economic contribution of the franchise to the city. In fact, probably the definitive study on the impact of professional sports teams in Canada was done right here in Alberta.

In 1994, the Alberta government's Professional Sport Policy Committee was tasked to study, among other things, the impact that professional sports franchises, including the Calgary Flames, had on the province and the community in which they resided. The study was commissioned, in





Flames fans are among the most ardent supporters in the NHL.

part, to determine if provincial government support, financial or otherwise, should be made available in order to attract and sustain pro sports teams in the province.

Led by Calgary lawyer and former commissioner of the Canadian Football League Douglas Mitchell, the examination employed econometric models and methodologies developed in the private sector and widely accepted in this type of study. The final report, released in 1995, showed that the Calgary Flames generated both direct and indirect economic benefits of \$65.6 million per year to the provincial and local economy. That figure was increased by a further \$35.8 million in 1994/95 when the team's capital expenditures on the Saddledome were factored in.

The report also found that the Flames generated over \$18.6 million annually in taxes to all levels of government. While urging support and recognition of the economic impact of the province's professional sports franchises, the report went on to state that: "... professional sports franchises in Alberta contribute extensively to local, regional and provincial economies. By considerable amounts, the two NHL franchises have a large economic impact within the province."

Furthermore, in agreeing with people's sentiments about the impact the Flames have on Calgary's image, the report also concluded that: ". . . while difficult to measure in any specific terms, there is a very real perception that big league, professional sports franchises do enhance communities' status and placements within the more global community/economy."

Interestingly, a note to the study's tables stated that figures should be considered "conservative" because it excluded what it called "significant" spectator spending on things such as travel to and from the games and drinks/meals purchased off-site. Moreover, the note says the "multiplier factor" used in the analysis was itself "conservative."

In terms of employment, the Flames have 111 full-time staff and over 1,400 part-time employees. The team's player payroll of between \$32 and \$33 million in 1999-2000 has significant income tax



implications for governments, not to mention the money the players spend in the community on housing, shopping and the like.

Team President Ron Bremner believes most Calgarians are unaware of the important economic role the organization plays in the community. "People see what they see, and they tend to look at their own life situations. But it is clear that this team makes a significant contribution to the financial well-being of a lot of people and we think that if they look at it closely, more people will grow to appreciate that fact," says Bremner.

Whether a growing appreciation of the economic impact of the Flames manifests in greater fan support – especially in the area of ticket sales, which accounts for over 50 per cent of the team's revenues – is still up for debate.

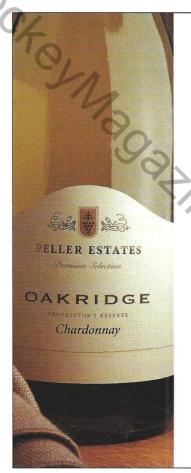
A survey conducted in November by John Yerxa Research for *The Calgary Sun/CFCN* series entitled "Calgary on Hockey" proved inconclusive.

The telephone poll, which had 400 respondents aged 18 and up, revealed that 83 per cent of respondents believed the team adds economic value to the community. When asked if they personally cared whether or not Calgary has an NHL team, 72 per cent said "yes" and a further 89 per cent said it was either "very important" or "somewhat important" that Calgary has an NHL team.

However, when respondents were asked questions like would they support higher tickets prices, government assistance for Canadian NHL teams, or were they likely to attend more games in the Saddledome, the results were decidedly negative.

The results of *The Calgary Sun/CFCN* survey bring to light the conundrum facing the Calgary Flames: Calgarians identify with their hockey team, they love hockey and seem to realize the importance of the franchise in the community, but the extent to which people fully grasp the impacts of the club on Calgary and are prepared to support its ongoing yiability is uncertain.







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1981-82 LANNY ARRIVES IN COWTOWN, BECOMES FACE OF THE FLAMES

Former Toronto Maple Leafs owner Harold Ballard bewildered the team's faithful when he traded Lanny McDonald, one of the most popular Leafs at the time, to the Colorado Rockies. Hogtown's loss became Cowtown's gain when, after a very brief stint with the cellar-dwelling Rockies, the Calgary Flames acquired McDonald in a trade on Nov. 25, 1981.

Seen by many as the first step in a winning process that culminated with the team winning the Cup in 1989, McDonald would not only become a leader on the ice, but he would emerge as the face of the Flames in the community.

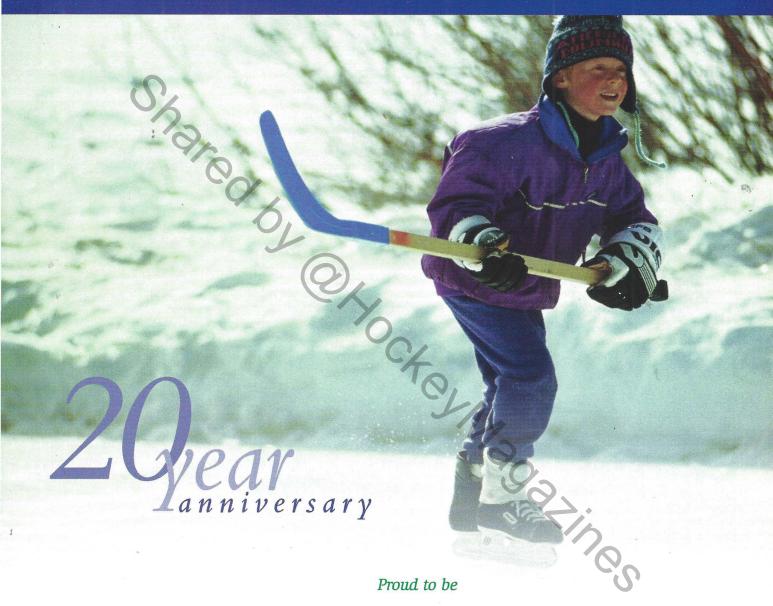
McDonald would go on to play eight seasons in Calgary before retiring. He led the Flames in goals in his first season here with 34; set a Flames record for goals with 66 in 1982-83; appeared in two All-Star games as a Flame; won the Bill Masterton Trophy for dedication in 1983; and the King Clancy Award for commitment to hockey in 1988.

His jersey, No. 9, was retired by the team in 1990 after he co-captained the Flames to the Cup the previous year.

Not only is McDonald beloved by Calgarians for his feats on the ice, but he has always been dedicated to a number of charitable and community initiatives. "No. 9" is still an important part of the Flames family, as he currently holds the position of vice-president, corporate development, with the club.

Thank you

Calgary Flames for giving our community 20 years of energy and *inspiration*.



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In recent years the Calgary Flames owners and managers have said the top priority of the club is to regain the support it has lost in the last decade. Winning more hockey games, making the playoffs and contending for the Stanley Cup are obviously crucial in regaining that support.

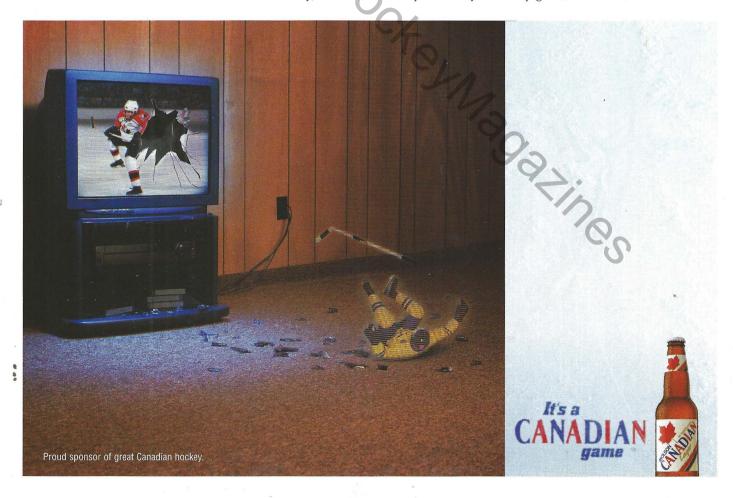
This year's improvement in the on-ice performance of the team shows that it is moving in the right direction. The Flames believe that spreading the message about what the team does in the community will also help them regain some support. Beyond the strict financial impact of the club on Calgary, it is a significant contributor to a significant number of amateur sport and charitable organizations through the Flames Foundation, the Saddledome Foundation, and the Flames players and owners.

The Saddledome Foundation, which is funded by the Flames through its operation of the Canadian Airlines Saddledome, has made annual contributions of \$685,000 to amateur sports since 1994. Starting in 2000, that annual contribution increases to \$835,000. In addition to amateur sports, the club donates in a major way to charitable organizations such as Renfrew Educational Services, Alberta Children's Hospital, Canadian Cancer Society, STARS Air Ambulance, and Special Olympics, to name a few.

"This is more than just a hockey team," says Bremner. "We are part of, what I call, the cultural and social mosaic of this city."

The Flames do have the support of many people in the community and that support extends to the Mayor's office. Mayor Al Duerr, an enthusiastic supporter of the Calgary Flames, says the team's contribution to the community is very significant.

"Beyond the actual financial impact, we have a franchise and an ownership group that, with one of the lowest payrolls in the league, does more for their city than any other NHL team," says Duerr, who attends games often. "When I speak to other NHL mayors I tell them I am very proud of the contribution the team makes to the city, and no other mayor can say their city gets the amount of





The "Young Guns," with a good mix of veterans, are carrying the fans' hopes into the new millennium and doing a fine job to date.

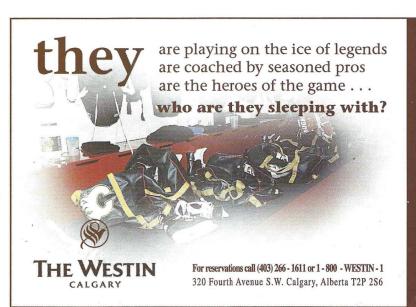
support Calgary does from the Flames."

Those are encouraging words to Harley Hotchkiss, a member of the team's nine-man ownership group and one of three original owners who brought the Flames here in 1980. The team owner says he is as proud of the Flames' historical role in participating in the community as he is about the team's on-ice accomplishments over the years.

"I think this ownership group has a solid record of contributing to our community outside of hockey. We are involved in and we care about our city," says Hotchkiss.

Traditionally, the Flames' owners have been decidedly low-key in any promotion of the organization's philanthropic efforts, but he hopes more people can be made aware of the many contributions the team makes to the community.

"We have to show Calgarians that the Calgary Flames are an important part of our city. Beyond the actual economic value, we believe the things we do from a social perspective in our community also have a significant impact," says Hotchkiss. "We think our hockey fans and the people of Calgary can take pride in the contributions our team makes to our city."



Congratulations to The Calgary Flames for 20 years of heart pounding performances and sizzling action. Thank you to the skilled and talented team who has given fans much to cheer about. May your achievements and victories continue in the form of game winning goals, shutouts, breaking speeds and spectacular plays. Energy and stamina is what you represent and we look forward to another 20 years.

The Westin Calgary is the preferred hotel of the NHL and the Calgary Flames. In the heart of the action where you will be treated like an All Star.



Photograph provided by the Calgary Flames

FANNING THE FLAMES ACTOSS the Province

WAYNE PETERSON is a long-time season ticket holder and supporter of the Calgary Flames hockey team. He believes it has been a privilege to be able see the world's best hockey right here in his town.

But, as president of the Calgary Convention & Visitors Bureau (CCVB), an industry association charged with marketing Calgary as a destination, he says the presence of the NHL in the city has far-reaching implications.

"The city benefits by the Flames being here, there's no question about that," says Peterson.

The CCVB president says similar organizations have studied the impact of having professional sports on a city's ability to attract tourists, and while it is often difficult to attribute an actual dollar amount to a team, it definitely plays a large role.

"Creating image and awareness is the first thing you do when you try to promote your city, and sports is an integral part of that," says Peterson. "One of the things I think is important about having a team is that it creates a more cosmopolitan city, in terms of image and awareness."

In addition, while the Flames may not themselves attract visitors to Calgary, save for several outof-town season-ticket holders in places like Canmore, Red Deer, Lethbridge and Medicine Hat, the team provides one more entertainment choice for tourists.

"The NHL provides strong entertainment value. Having a team here allows visitors to Calgary to create additional entertainment value for themselves. It's all dollars in the till," says Peterson.

Sam Wong, general manager of the International Hotel, agrees that the Flames' value to the city's hospitality industry is difficult to measure in terms of dollars, but the benefits certainly exist.

"The value that the Flames bring to us is hard to measure, but it goes far beyond a dollar value," says Wong. "Let's face it, in Calgary, hockey is a major attraction and I don't think the general public understands how the team affects other businesses in the city."

Wong, whose hotel plays host to players for training camp and in-season call-ups from the minor leagues, also supports the theory that the team's presence enhances the image of Calgary.

"One of the big things for us is when the guests see players eating here, sitting in the lobby or in the elevator, it impresses them and it creates a good image for us," says Wong.

Image is everything when it comes to getting visitors to come to a city, says Peterson, and professional sports play a large role in creating a good image for Calgary.

"The fact is that the Flames spend money in the community, and a large portion of the revenue the team generates comes back in taxes. But, the bottom-line for our industry is that professional sports teams create a measurement in people's eyes about what type of city you have. With the Flames we have something that a lot of other cities as big or larger than Calgary don't have," says Peterson.





roller-

Harley Hotchkiss and the rest of the Calgary

Flames' ownership group know all too well about

coaster

the highs and lows of running an NHL franchise

BY MARK CRNCICH

many young Canadians of his time, Harley Hotchkiss would sit in the home of his family farm near Tillsonburg, Ont., and listen to the immortal radio voice of Foster Hewitt from Toronto as he described the play in the heydays of Original Six hockey.

Hewitt had a way of making you feel like you were there and you swore you could feel the pain of an opposing forward as Eddie Shore crunched him into the boards. When he wasn't doing his school work or his chores on the farm, Hotchkiss would emulate what he heard of his favourite players on the frozen pond near his home.

Today, Hotchkiss is one of nine owners of the Calgary Flames. He is a self-made man, having come to Calgary in 1951, immediately after graduating from Michigan State University with a Bachelor of Science degree in geology.

He is the head of his own oil, gas, real estate and agricultural enterprises, but you get the feeling that what he loves most is being an owner of an NHL franchise.

"I am a Canadian and when growing up, hockey was in your blood. I have always loved this game," he says.

Hotchkiss was part of the original ownership group organized by Daryl (Doc) and Byron Seaman that wanted to bring the NHL to Calgary in the late 1970s. That original ownership group also included the late Ralph Scurfield, Norman Kwong and Norman Green.

"A lot of the credit for bringing the Flames here has to go to the Seaman brothers, because it was originally their idea. It was critically important for the economic viability of the proposed Saddledome to have a long-term tenant after the 1988 Winter Olympics. On top of that, it was an endeavour that would benefit our community, and the whole province," says Hotchkiss.

That last statement offers a window into one of the principal dynamics of the Flames' ownership group then and now. The team's ownership consisted of – as it still does – a group of highly intelligent and savvy people, who have made their stake in a number of commercial fields, from resources to real estate to agriculture. Yet, an NHL team does not fit your typical business exercise, and knowing this, Hotchkiss says bringing the team to Calgary in 1980 was not thought of as a significant attempt at profit-making.

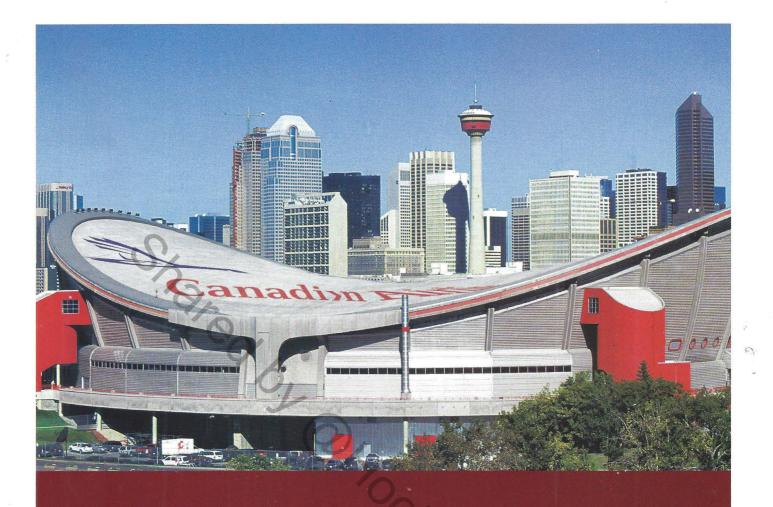
"As a group we didn't have any expectations of making a lot of money from hockey – clearly we knew there was risk involved. We didn't expect then, and quite frankly don't expect now, to make the kind of return you would get from investing in another business. On the other hand, we also didn't want to take substantial financial losses," he says.

Calgarians quickly embraced the Flames on their arrival in 1980, packing the old 7,200-seat Stampede Corral, where the team played home games until the Saddledome was completed in 1983. One of the keys to the club's early success, says the owner, was the fact that the team they bought from Atlanta was a pretty good one, with good management.

While in Atlanta, the Flames made the playoffs in the team's last five seasons there, though it was never able to advance far into the post-season. The team continued its winning ways and even







1983-84 NEW HOME IN THE 'DOME

For the first few years of the Flames' existence in Calgary, the team played in the Stampede Corral. Old and cold, the 7,200-seat arena certainly was never designed to be an NHL venue, nor was it intended to be the permanent home of the hockey team. But, on any given Saturday night when the Flames were winning, the place rocked with the enthusiasm of the fans.

The permanent home of the Flames was to be the Saddledome - The Olympic Saddledome as it was known then, and The Canadian Airlines Saddledome as it is known now. The team's average attendance rose by more than 9,000 fans a game when they moved into the more spacious Saddledome.

The club played its first regular season game in its new digs on Oct. 15, 1983, losing a close 4-3 decision to their rivals from the north, the Edmonton Oilers. "Badger" Bob Johnson guided Calgary to the playoffs that year, losing a bitterly fought second-round series 4-3 to those rival Oilers.

Despite this heart-breaking loss to their rivals, the first year in the 'Dome saw the emergence of two young, high-flying newcomers: Hakan Loob, who finished the year with 55 points and was selected to the NHL Rookie All-Star team, and Al MacInnis, the tall blue-liner with a cannon of a shot who recorded 12 assists in 11 playoff games that year.



RALPH KLEIN

Premier, Province of Alberta, and former Mayor of the City of Calgary

GREATEST MOMENT IN FLAMES HISTORY:

Various Battle of Alberta games

"The Flames have given us a lot of good memories. The Stanley Cup win in 1989 was fantastic, and I'll always remember the opening of the Saddledome. But most of my favourite memories are wrapped around those great Battle of Alberta match-ups that we saw in the 1980s, and that we're seeing again this season. And there was that guy with the big red moustache – what a hockey player."

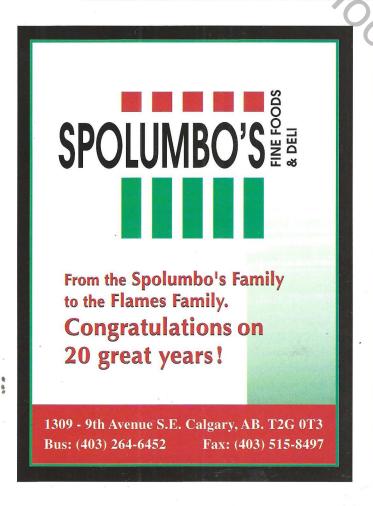
IMPACT OF THE FLAMES ON CALGARY:

"Obviously, there's the employment and economic activity that the team generates – it's significant. Beyond that, though, is the sense of pride and spirit that the Flames generate. They help make Calgary a name that people recognize all over North America and beyond. The players, management, staff, and fans are all great ambassadors for the city and the province. And the team generates excitement for Calgarians of all ages."

advanced to the Stanley Cup semi-finals in its inaugural season in Calgary. Adding players like Hall-of-Famer Lanny McDonald, Al MacInnis, Hakan Loob, Joe Mullen and Doug Gilmour in the early years helped to quickly propel the Flames into the elite of the league in its first few seasons.

Calgary remained at or near the top of the NHL throughout the 1980s. The many highlights during the decade for the team included the club's improbable run through the 1986 playoffs, which included a dramatic second-round victory against their rivals from Edmonton and a Stanley Cup appearance. And, of course, winning the 1989 Stanley Cup, when they prevailed over the Montreal Canadiens.

Last year, the organization celebrated the 10th anniversary of its Cup-winning performance and Hotchkiss hosted a reunion of the '89 team at his home in south Calgary. There, the players presented



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N. Murray Edwards



Harley N. Hotchkiss



Ronald V. Joyce



Alvin G. Libin



Allan P. Markin



J.R. (Bud) McCaig



Byron J. Seaman



Daryl K. (Doc) Seaman

the owner with a seat from the old Montreal Forum that was signed by all the players from that team, prompting the memories of the glory days of the 1980s to come rushing back.

"We developed that team into one of the most successful organizations of that decade. In my opinion, Calgary witnessed the best hockey in the world during that time and it's something that everybody remembers," says Hotchkiss.

Though the team continued to perform well on the ice in the years immediately following the Cup-winning year, it was changes off the ice that signalled a major shift in the economics of the game in the early 1990s. Specifically, rising player salaries, gentle at first and then dramatic in the middle part of the decade, caused the Calgary owners to make the kind of moves that they felt would ensure the competitiveness and the commercial viability of the franchise.

First, in 1994, after long and difficult negotiations, the Flames owners bought out the Saddledome management contract from the Calgary Exhibition and Stampede. Next,

the ownership stakes of Sonia Scurfield, who became an active owner when her husband died in a tragic heli-skiing accident, and Norman Kwong were bought out voluntarily. Then, the three remaining original owners brought a new group of six Calgary investors into the fold.

"We saw the changes to the economics of the league coming as far back as 1992," Hotchkiss says. "We needed to change our arrangement in Calgary. In the past, we were only getting part of the revenues from the hockey operations and we needed to secure all the revenues generated from the building, parking, concessions and the like, in order to strengthen our position, which is why we needed to buy the management contract for \$20 million.

"Then we brought in new owners in order to buy out Sonia and Norm, who wanted to leave, and to bring in some youth, energy and new ideas as well as the added financial muscle," says Hotchkiss.

The six new Flames owners were mostly prominent Calgary-based businessmen: Grant Bartlett, Murray Edwards, Ronald Joyce, Alvin Libin, Allan Markin and J.R. (Bud) McCaig.

As Canadians watched franchises in Quebec City and then Winnipeg falter and eventually move to the United States, the Flames owners resolved to make NHL hockey continue to be viable in Calgary.



They reached deep into their own pockets in 1995 and provided \$22 million to help renovate the Saddledome, which saw improvements to the public concourse and the addition of 46 Chrysler club suites and 1,500 club suites.







Norman Green

Ralph Scurfield

Norman Kwong

Player salaries, the single biggest expense for a hockey team, continued their dramatic rise in the later part of the 1990s, creating further stress on the Flames' budget. Added to the owners' consternation over salaries was the ongoing disparity between the U.S. and Canadian dollars. Because all players on the Calgary payroll are effectively paid in U.S. dollars, the current exchange rate cost the Flames \$12 million in cash in 1999 just to make up the difference.

So, just as Calgary's on-ice performance characterized its first decade here, it was the changes in the economics of hockey that marked the next 10 years.

"You know, you look back and that 1989 team had a payroll of \$5.8 million (Cdn.) and we were the best team in the league. Today, we have a payroll of between \$32 and \$33 million (Cdn.) and we struggle to make the playoffs," says Hotchkiss. "I think it is fair to say that some owners of other franchises acted irresponsibly, but we are all competitive and we all have a great desire to win the Stanley Cup. Personally, I don't begrudge the players for bargaining hard to get their fair share, but in my opinion it has gone too far."

Hotchkiss, who last year was re-elected to his third successive term as Chairman of the NHL Board of Governors, which illustrates his insights into the game, says the Flames' owners are determined to keep the NHL in Calgary in spite of the serious challenges that face the franchise. One of the primary reasons for his and the other owners' optimism is their belief that a return of reason and sense will ultimately prevail in the league economics.

Many people involved in hockey, including owners, players and the media, are pointing to the year 2004 as a watershed for the future of the NHL. That is the year the current collective bargaining agreement between the owners and the NHLPA, the players' union, expires. Some analysts are predicting a war between owners and players; others foresee a loss of a season as a



ERIC DUHATSCHEK
Sports Writer, Calgary Herald

GREATEST MOMENT IN FLAMES HISTORY:

1986, Calgary defeats Edmonton in Game 7 of Smythe Division finals "For me the greatest moment is the '86 playoffs, for a couple of reasons. First, the drama of the Edmonton series. In 1989, Calgary had the best team and won, but knocking Edmonton off in the second round in '86 was unexpected. The next reason is because of the level of hockey in that series, it was something I hadn't seen before and haven't seen since. A while later I was speaking with

(former tennis great) Ivan Lendl, who is a big hockey fan, and he told me he watched that series on ESPN late at night. He said the 1987 Canada Cup was the best hockey he had ever seen except for the series between the Flames and Oilers in '86."

IMPACT OF THE FLAMES ON CALGARY:

"I've traveled with the team for 20 years and when you arrive in a city and say you're from Calgary, invariably the first word out of someone's mouth is 'Flames.' An NHL franchise brings a feeling of notoriety and acceptance in the world that would not otherwise be there. People don't understand that the impact is subtle, almost subliminal."



result of tough negotiations. Whatever the outcome, the bargaining in 2004 will have serious ramifications for some Canadian and American franchises in small markets.

"I think there is enough caring for the game by the players and their union that there is going to be some common sense reality introduced into this process. This year we have seen more responsibility on everyone's part, but we have some distance to go and the only way we are going to get there is through the collective bargaining process. We have got to come up with a system that works for everyone and makes economic sense," says the Flames owner.

Coupled with the economic challenges that have faced the organization in the last few years has been a slip in the on-ice performance of the hockey team. Those two factors, says Hotchkiss, have chipped away at the support from local hockey fans, although the Flames boast the lowest average ticket price in the NHL. The owner says the focal point of the team's managers will be to work hard to win back a higher level of support from Calgarians.

"We have a fundamental belief that there is a strong undercurrent of a love of this game in Canada and in Calgary. I think Calgary is a city of pretty vital and successful people and if we can get the message out to them that we are committed to staying here and are committed to winning, they will come out and support us. Our top priority is to get the fan base back," says Hotchkiss.

The owners are particularly pleased with the recent on-ice results of the team. "Re-building" is an ugly word for sports fans, but that is exactly what the Flames, under the guidance of president Ron Bremner, general manager Al Coates and head coach Brian Sutter, have been doing over the last few seasons. The team toughed-out a string of disappointing seasons by allowing their younger players to develop, and this season the Flames have shown marked improvement in their play and their results.

"The fans expect an exciting product on the ice and I think we've got that," Hotchkiss says. "You look at young players like Bure, Iginla, Savard, Morris and Gauthier, to name a few, and it makes our future look very bright."

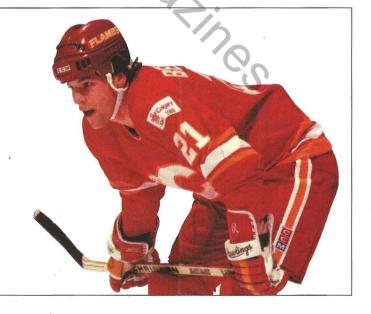
Hotchkiss says the owners are proud of what the Calgary Flames do in the community. From providing hundreds of thousands of dollars to amateur sport and city communities each year through the Saddledome Foundation to the players participating in numerous community and charity events, the team has become an integral part of the social make-up of Calgary.

"I'm not sure if we get that message out enough. We have to get out into the community and show the people of Calgary that the Calgary Flames are a vital part of this city. Beyond the actual economic impact we have, our social involvement in the community we believe also has a significant impact," he says.

The Calgary Flames fans can be assured of this fact: the ownership group cares about keeping NHL hockey in this city. They are committed to working towards a solution that will make the

Bank of Montreal salutes the Calgary Flames on their 20th Anniversary







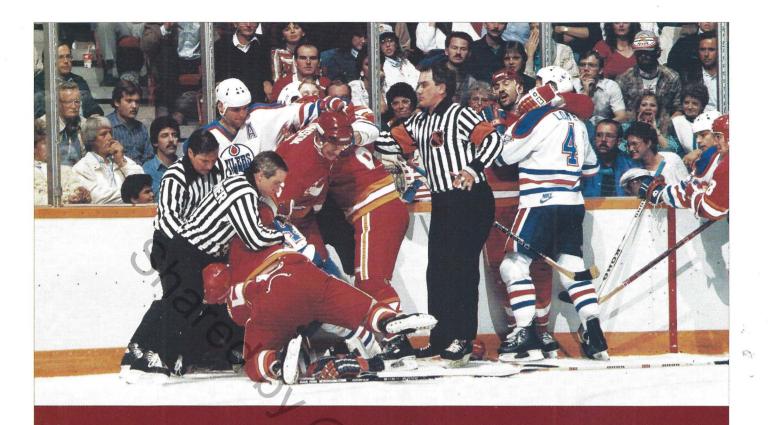
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1985-86 BEYOND EXPECTATIONS: FLAMES DEFEAT GRETZKY & CO.

Ask any Flames fan about the great moments in the team's history and invariably the 1985-86 season comes up, in particular defeating the Oilers in the second round of the playoffs in dramatic Game 7 fashion.

Twice in the previous three seasons the gritty Flames were ejected from the run to the Cup by Gretzky, Messier, Fuhr and the crew from the provincial capital. Not that season, though.

That season the Flames boasted a line-up of veteran NHLers like Jim Peplinski, a fan favourite, Doug Risebrough, Lanny McDonald and John Tonelli, who came over in a late season trade with the Islanders.

Gary Suter emerged as a star of the future, notching 68 points from his defence position and winning the Calder Trophy as the league's rookie of the year. Joe Mullen, acquired from St. Louis after the mid-point of the season, led the team in scoring with 90 points.

After sweeping Winnipeg in the first round, Calgary and the highly-favoured Oilers clashed in another dog-fight of a playoff series. The Flames surpassed all expectations, except perhaps their own, by taking Edmonton to a deciding game. When they beat their rivals in that dramatic tilt, the outpouring of joy in the streets, homes and bars of Calgary has since been unmatched. To some it was the best hockey ever played and even though the team lost to Montreal in the Stanley Cup finals, the 1985-86 season is etched in the minds of Flames fans as one of the best ever.



ED WHALEN

former play-by-play announcer, Calgary 7 television

GREATEST MOMENT IN FLAMES HISTORY:

'89 Stanley Cup and various Lanny McDonald milestones

"Of course the high point was winning the Stanley Cup in 1989, but for me there were a few others. I was on the air doing the play-by-play for the game when Lanny scored his 500th goal and later I did the telecast when he scored his 1,000th point. It was by accident that we were doing those games when he did those things and it was very exciting to see. The high point

anytime was when the Flames beat the Oilers. It was a real privilege to do hockey in the '80s, particularly the Battles of Alberta – it was just great hockey."

IMPACT OF THE FLAMES ON CALGARY:

"The team is very conscious about doing their part in the community. The team, through its foundation, has donated hundreds of thousands of dollars to the community, with much of it going to kids' sports and amateur sports. It would be murder if they left."

game economically viable in Calgary, and beyond that, to developing a winning hockey team and keeping and improving support for the franchise here.

"We are very proud of the fact we brought this franchise to Calgary and we are committed to keeping it here," says Hotchkiss. "We know the challenges and I sometimes wake up in the middle of the night trying to think of solutions. We know in the final analysis that the solutions fall back to the owners, the players and the league. Together we will find a way to make this thing work for our fans."

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Dr. Neil Webber

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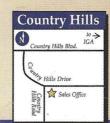


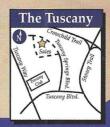
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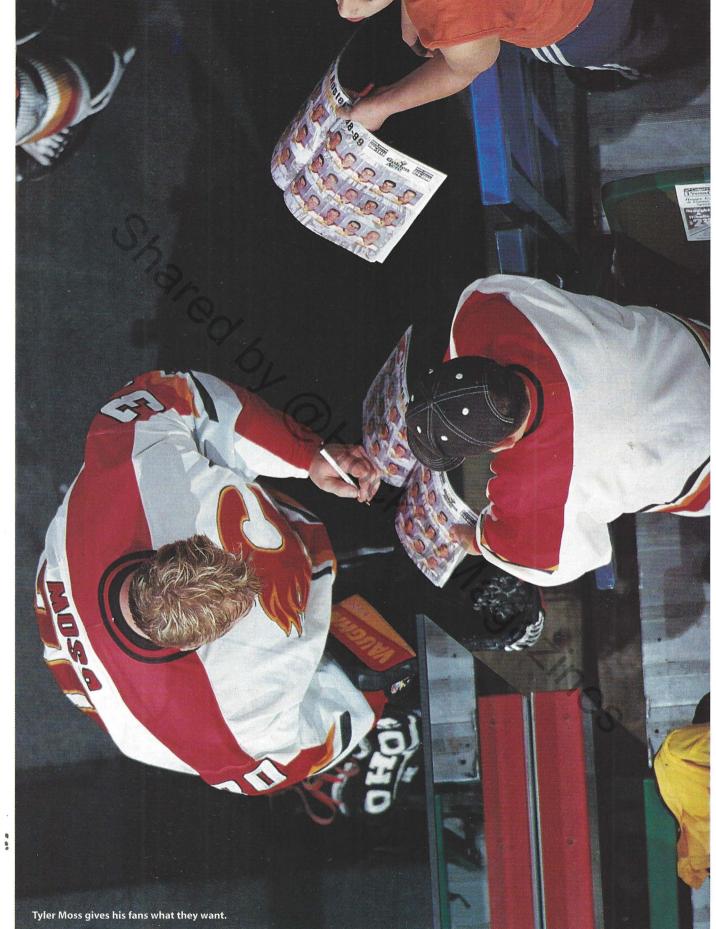
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The Flames Foundation

"BUILDING BETTER COMMUNITIES THROUGH TEAMWORK"

A look at the contributions our hockey team BY SUSAN PEDERSON

makes on the ice and in our community

ONE OF THE best kept secrets of the Calgary Flames is not their potential selections for the coming year's entry draft. Nor is it a block-buster trade prior to deadline day.

No, the untold story the Calgary Flames have been keeping under their helmets all these years is the amount of money the team has raised and donated to our community since arriving in Calgary in 1980.

The Flames have a rich legacy of giving, one that has been a cornerstone of the Flames organization and one that will grow and continue well into the future. But it was only two years ago that the Flames finally decided to formalize their fundraising efforts by establishing the Flames Foundation. Officially launched in April '98, the Foundation is the umbrella for all the fundraising initiatives launched by the Calgary Flames Family, which consists of ownership, staff, alumni, players and partners, and the Flames' Wives Charitable Society.

"Establishing a foundation was just formalizing the charitable efforts that have been going on since before Day One," explains Kathy Gieck, Director, Community Relations/Executive Director, Calgary Flames Foundation. "All the initiatives had been functioning independently, and we decided to co-ordinate our efforts and look for ways that we can work together to make a bigger impact, as well as enhance the existing relationships we all have with the charities that we have worked with. There are a few alumni events that remain independent, but basically almost everything is under the Foundation.

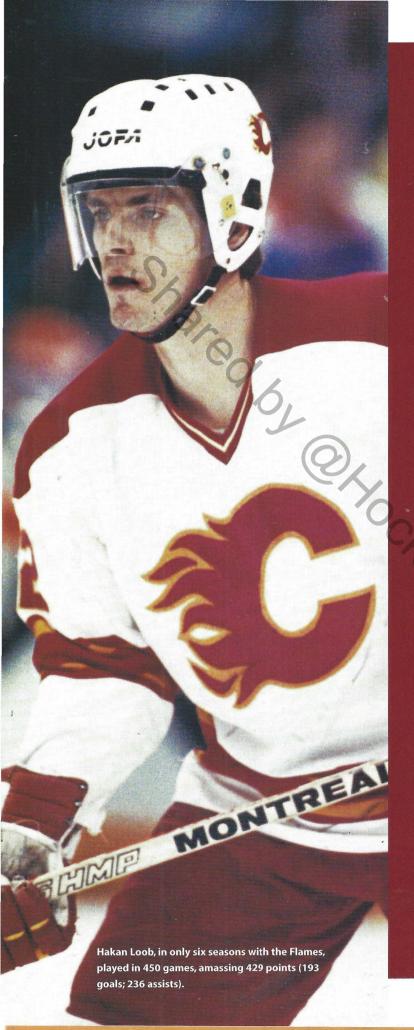
"Even from the administrative side it helps to improve things, like introducing planning efficiencies. For example, every time the alumni, or the team, or the wives' club were planning an event, they were starting from scratch. All events need media partners and sponsors and collateral material and that sort of thing. We were reinventing the wheel every time."

Now that the Foundation has been established, the Flames are hoping to raise even more money as a single entity than the combined fundraising efforts when they were functioning as independent endeavours. After all, the mission of the Flames Foundation is to build better communities through teamwork. So just how much money has been raised to date?

"We're still really in the process of going back and looking at exactly how much money has been raised by the individual initiatives," Gieck says.

Estimates, though, are about \$15 million. That includes over \$10.8 million donated to the Saddledome Foundation, \$1.1 million raised through the Celebrity Charity Golf Classic; over \$750,000 through the celebrity dinner; over \$150,000 through the 50/50 draw; \$200,000 from various events organized by the Flames' Wives Charitable Society; and over \$1 million through various fundraising initiatives by the Calgary Flames Alumni. And with the Flames Foundation in place, Gieck hopes the fundraising efforts will not only grow, but will improve through forming partnerships with the organizations that the Foundation supports.





1987-88 WE'RE NO. 1: FLAMES FINISH FIRST OVERALL IN REGULAR SEASON

Bitter-sweet might best describe the 1987-88 season. After a 95-point season the year prior and a deflating loss to Winnipeg in the first round, the Flames rebounded the next year with a 105-point effort, good for first overall in the NHL and the President's Cup Trophy, the first ever in franchise history.

After a disappointing campaign in '86-'87, when he scored just 44 points, Hakan Loob exploded for 50 goals and 56 assists in '87-'88 and was followed closely in points by newcomer Mike Bullard, who tallied 103 points during the regular season. A lanky rookie with gunslinger-quick hands named Joe Nieuwendyk poured in 51 goals and 92 points, which garnered him the Calder Trophy as the league's top rookie. Also of note, Brett "Not quite the Golden Brett yet" Hull scored 26 goals and 50 points for the Flames, before he was traded to St. Louis.

All signs pointed to another Cup appearance before Calgary ran up against the juggernaut from Edmonton, losing in four straight to the Oilers in the second round of the playoffs. Right now, the Flames Foundation Board of Directors is made up of 16 very busy people, including J.R. (Bud) McCaig of Trimac Corporation, part-owner and long-time fan of the Flames and their fundraising efforts.

He was first introduced to the charitable work of the Flames through a Foothills Hospital Faculty of Medicine initiative called Project Motion, which provides assistance to patients with joint injuries and arthritis. Impressed with the Flames' support, he knew he wanted to become more involved with the organization.

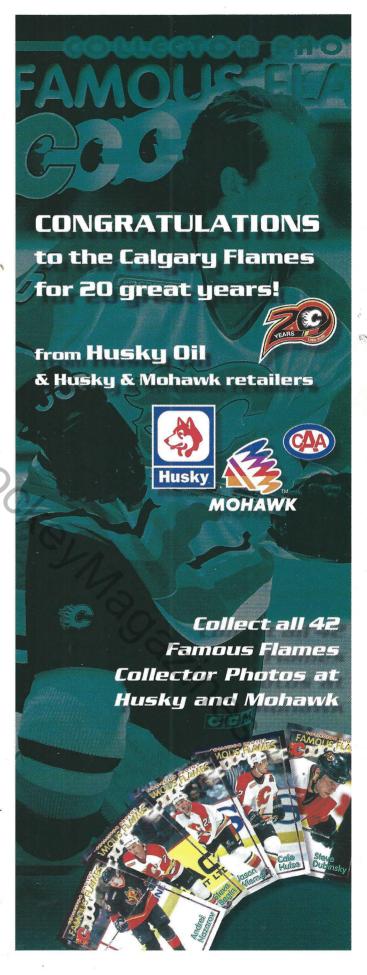
"I have always been an admirer of the community work that the Flames do, right from the beginning. The best thing about the Flames Foundation is that it helps such a broad range of people in the community. They have supported over 300 organizations, and I always get a kick out of seeing the variety of ways they are able to provide support to the community. It's very rewarding to help in any small way and to be part of this organization."

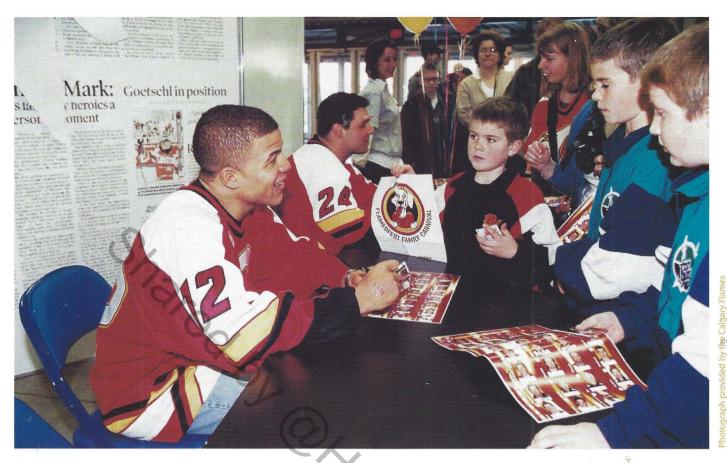
McCaig knows that getting a high profile for its charitable work has not always been a priority for the Flames Foundation, but now he says it's time to let the community know what they're up to.

Harley Hotchkiss, one of the Flames' original owners, agrees. "The purpose of forming the Flames Foundation was to bring a whole variety of projects together. There were many things that the Flames were involved in, both as individuals and as a team, but there was no central focus, and very few fans knew about the charitable work we've been involved in since Day One.

"One of the reasons we bought the franchise was for the community, to make the team a part of the community. And the Foundation recognizes that the Flames have been raising money for over 20 years, through so many activities. I'd like to see the Foundation grow on this solid base that many people have worked to create and build."

The Foundation doesn't stop at the board, although paid staff are almost non-existent. That means, in true Calgary tradition, volunteers form the backbone for many of the Flames





Jarome Iginla and Jason Wiemer, like so many other Flames players, are not afraid to get involved on the ice or in the community.

Foundation's initiatives, as they have throughout the Flames' fundraising history.

The Chairman of the Foundation is Flames President Ron Bremner, Kathy Gieck is Executive Director, plus there's a 50/50 draw and alumni part-time coordinator, and one other part-time staff member. The salaries of Bremner, Gieck, and the part-timers are all directly paid by the Calgary Flames.

"So you can understand the amount of volunteer effort we rely on to plan some of our events," Gieck says. "Most of our events are initiated by us, and we plan them ourselves. So for any Flames event such as the Super Skills Competition, Flames Fest Family Carnival, the Celebrity Waiter Dinner, and the 50/50 draw – they're all run by Flames staff. The Alumni, too, have an excellent network of volunteer planning committees, as does Lanny McDonald, so they will recruit volunteers for their events. The Alumni has the Masters, the Legends of Hockey; Lanny has got Moustache Mountain Magic, and, of course, there's the Moustache Golf Classic. However, the Foundation is not responsible for planning the alumni events, nor Lanny's events."

With all the fundraising activities going on, determining who will be the beneficiaries of the Flames Foundation's hard work is an entire other issue. In the past, each Flames group selected beneficiaries as they planned events. "With the formation of the Foundation, we've tried to formalize that process, while respecting the relationships that have been established in the past," Gieck explains. For organizations that have not received support in the past, there is a formal application process, and up to five partners are selected each year. "Our largest grant to date has been \$150,000 and that is something that could evolve and change as well," Gieck says.

She admits that it's a tough process to choose partners for the Flames Foundation, especially when the Foundation receives over 60 applications annually.

Recent beneficiaries include Renfrew Educational Services, who received a \$90,000 grant to fund their school buses. The Canadian Cancer Society also benefited, as part of a league-wide initiative



called *Hockey Fights Cancer*. The Flames Foundation is also working with a breast cancer survivor group which has a dragon boat team called Sistership that enters several races annually.

The Alberta Children's Hospital, STARS Air Ambulance, the Kids' Help Phone, Calgary Health Trust (which runs the PARTY program), Street Teams, CUPS, and Calgary Quest Children's Society are also recent beneficiaries.

Rod Brausse, development officer for STARS Air Ambulance, says that the Flames Foundation enabled STARS to take a "huge, huge step in terms of patient care" when the Foundation granted STARS \$30,000 to purchase two "cross-vent 4 ventilators."

"Before, the patient would have to be bagged manually. A ventilator frees up an extra pair of hands so they can be doing something else to care for the patient. It's been on the needs list for eight months and should arrive in June. It's the latest and greatest piece of equipment," he adds.

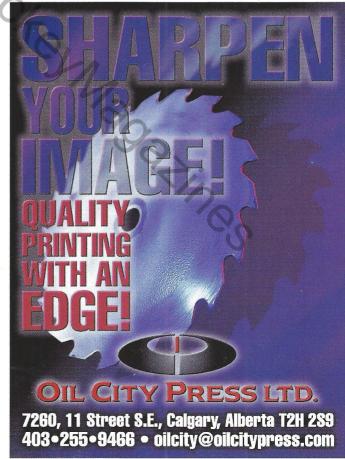
"I believe the Flames Foundation is a real asset to the community, not just for us as recipients, but for the entire Calgary community. I don't think Calgarians are aware of everything they do in the community, and it's important that they do know and support the Flames."

Deborah Apps, executive director for the Alberta Children's Hospital Foundation, agrees. While the hospital greatly appreciates the monetary support that the Flames Foundation provides, she says that the Flames "really are a partner and that goes far beyond just a cash donation."

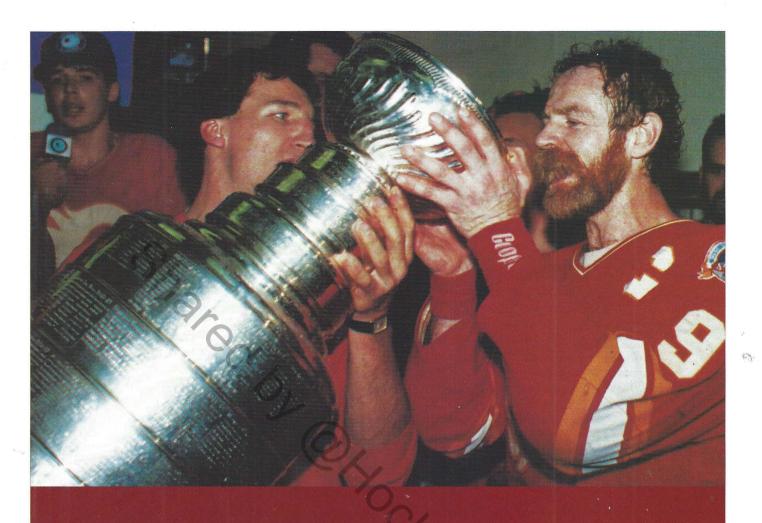
"When the Flames or Hitmen players come for personal visits, the kids get to meet their heroes. For many kids, the Flames represent what they want to be when they grow up. Plus, the Flames hold events for us; they are ambassadors for us. They visit the patients and their families, and when Harvey the Hound comes, it really adds an exciting dimension to the lives of the patients and their families."

The Flames also invite patients and their families to be their guests in the players' suite for hockey games, which provides sick children with a welcome distraction from their illnesses for a









1988-89 LORD STANLEY'S CUP

Going into the 1988-89 season the Flames were, by all accounts, the best team in the National Hockey League. Led by a vaunted group of scorers like Joe Mullen, Hakan Loob, Doug Gilmour, Joe Nieuwendyk, blue-liners Al MacInnis (Conn Smythe Trophy Winner), Gary Suter, Jamie Macoun and Dana Murzyn, and hard-working guys such as Mark and Tim Hunter, Gary Roberts, Colin Patterson, Joel Otto, Rob Ramage and Jim Peplinski, Calgary proved to be the cream of the league, finishing with a remarkable 51-17-9 record and a second-straight President's Trophy.

But, as the team found out the year before, being the best in the regular season doesn't mean that other teams will lie down on your way to the Stanley Cup. It takes desire to win the ultimate prize in hockey, and second-year coach Terry Crisp was "desire personified" as he fired up his charges through the playoff march.

The Flames were tested in the first round, needing a seventh-game overtime victory to beat the underdog Vancouver Canucks, but then steamed past Los Angeles and Chicago in the next two rounds and into the Cup final, where the winningest team in NHL history, the Montreal Canadiens, laid in wait.

The six-game final, which featured star goaltender Patrick Roy and the Habs versus Mike Vernon and the Flames, captured the hearts and minds of all Calgarians. And when their heroes emerged from Montreal, Calgary welcomed home for the first time Lord Stanley's Cup.

few hours and also gives other children in the family a fun outing.

"It really goes beyond the realm of cash donations, although the monetary support that the Flames Foundation provides is invaluable," Apps sums up.

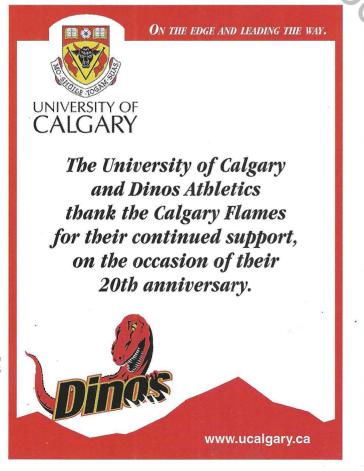
Janice McTighe, executive director of Renfrew Educational Services, is very grateful for the \$90,000 that the Flames Foundation provided for their bus program. Renfrew Educational Services is a private school for about 600 children (50 per cent are special needs children) ages kindergarten to Grade 6. Approximately 450 children must be bused in on a fleet of 32 buses. About three of these buses must be replaced each year. The Calgary Flames have been involved with Renfrew Educational Services through the alumni and the silent auction in the past, and together with another organization, helped to build a gymnasium at the school.

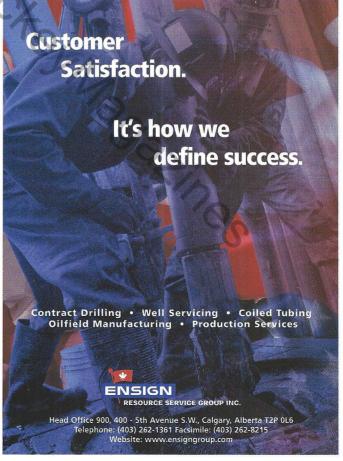
"If it weren't for their support this year, we'd be out knocking on doors trying to raise this money, and that's tough, because we're not the only worthy charity out there," McTighe says. "This came at just the right time for us."

Gieck says that feedback like this is one of the best aspects of her job, especially while the transition to a more streamlined and strategic approach to fundraising is being pursued by the Calgary Flames.

"Traditionally, we responded to a lot of third-party requests, and then we realized along the way that we need to be a bit more strategic about that and take a little more control over what we're doing and look at if we're making the best use of players' time. Are we putting them in front of the people who are interested in seeing them. Are there opportunities that we're missing?"

It's all about forming partnerships, she says, and getting to know more about the organizations that the Flames are supporting. One thing is for certain: the Flames Foundation will continue its long legacy of giving. And Gieck is confident that the amount of money raised to support worthy causes in the community will only grow and enable the Flames Foundation to help that many more Calgarians in need.









The Saddledome Foundation

THE FLAMES' MULTI-MILLION DOLLAR SECRET

BY SUSAN PEDERSON

IMAGINE that you are a high-school student, and you head out to the school grounds for football practice and notice that much-needed goal posts have been purchased. Or perhaps your child's hockey arena has undergone some improvements. Or maybe you're a trainer attending a workshop on how to prevent injuries. Chances are, you have no idea where the money came from to fund these projects. And chances are pretty good that the money came from the Calgary Flames through The Saddledome Foundation.

Here's how: The City of Calgary owns the Canadian Airlines Saddledome. The Calgary Flames manage it. When the Saddledome was completed in 1983, a non-profit foundation, The Saddledome Foundation, was charged with overseeing its operation.

The Foundation's mandate was to ensure that the Saddledome would never become a burden to taxpayers, and that its operation would benefit amateur sports. The Saddledome Foundation manages the funds generated by the Calgary Flames' management of the building. The Foundation then provides these funds to three beneficiaries: the Calgary Olympic Development Association (CODA), Canadian Hockey, and the Parks Foundation. Funds are generated by hockey games, concerts, ice shows, and other events.

The Parks Foundation awards grants to a variety of capital projects for amateur sport. Canadian Hockey funds coaching clinics, trainers' seminars, injury care and prevention clinics, etc. And CODA supports winter sport athlete training and World Cup events held at Olympic Winter Games legacy facilities. Since 1988, 18 World Cup events have been held at CODA facilities. A wide range of sports receive support including hockey, alpine skiing, biathlon, bobsleigh, figure skating, curling, luge and more.

To date, these organizations have received funds totalling more than \$10.8 million from the Calgary Flames. That makes The Saddledome Foundation Calgary's top sports philanthropist.

"There are over 267 grants that the Parks Foundation has given out," says Kathy Gieck, Director, Community Relations/Executive Director, Calgary Flames Foundation. "It's interesting because they've funded everything from skeet shooting equipment to gymnastics mats, lighting for arenas, and to every sport you can think of from fencing to soccer to rhythmic gymnastics. You could be (a student at) Henry Wisewood High School that just got equipment from the Parks Foundation and have absolutely no idea that that money came from the Calgary Flames.

"The Saddledome Foundation story is one that we haven't gotten out there, but we want to change that," Gieck says. "For example, 100 per cent of the money that makes up the Parks Foundation grants comes from the Calgary Flames. It's our best kept secret."

So the next time you're at your local arena, or driving your child to gymnastics, you'll know that the Calgary Flames have likely played a part in providing sports opportunities for you or someone in your community.





The Flames One of Calgary's biggest charitable contributors feels it's time to let the Foundation for its community Changes its style

BY SUSAN PEDERSON

"THE CALGARY Flames have been giving to the community since they first came to Calgary in 1980, but they've been doing it quietly," says Kathy Gieck, Director, Community Relations/Executive Director, Calgary Flames Foundation. "That's just been their style."

Until now, that is. Now that the Flames Foundation is well established, Gieck explains that the time has come to communicate more with Calgarians about the contributions the Flames are making in the community.

"The Flames have always had a desire to help broadly in the community, and together with The Saddledome Foundation, they really have become a vital part of this community."

And that includes much more than just signing cheques to various community organizations. The Flames Foundation's mission is to help build better communities through teamwork. They are able to capitalize on the unique nature of their business to mobilize teams, comprised of fans, patrons, corporate partners, community organizations and the Flames family. More importantly, the Flames Foundation wants to form partnerships with other organizations, so that they too can benefit from the exposure that the Flames can provide, whether it's through the Jumbotron during games or through more traditional media exposure.

And for Gieck, forming partnerships means really learning about the organizations you are helping. Gieck not only lists the names of the beneficiaries of the Flames Foundation, but can describe in detail what the funds were used for, as well as how those funds have helped the communities that those organizations serve. Wherever possible, she explains, the Flames will take the opportunity to communicate this kind of information to Calgarians, so that they too will have a greater understanding of the needs and good work of Calgary's charitable organizations.

And, of course, the Flames players log many hours during volunteer appearances at special events. Plus they donate autographed and branded memorabilia, and participate in educational and youth incentive programs. But Gieck feels the Flames Foundation can do even more.

"I would like to see us maximizing the fundraising potential. I don't think we've scratched the surface. I think we're doing a really good job of it, but I think that if we really get this engine moving together and the combined energy of the wives' club, the alumni, the owners, players and our partners, we can really do some amazing things for this city. We're not just writing cheques for charity. We're in a really unique position because of the nature of our business to bring people together and be a catalyst to do more together than any of our groups could have done individually.

"That has a lot to do with where our slogan came from: 'building better communities through teamwork.' Obviously there's an analogy with the team on the ice, but what we really meant by





this is that charity partners, the corporate partners, the media partners, all of our fans, and all parts of the Flames family can all come together to accomplish that."

This is a very different approach than the Flames began with back in 1980. "For many years, all donations and all the contributions that we've made were done very quietly," she explains, "and that was on purpose. That's because the people who owned this organization wanted it that way and believed it was their responsibility and the right thing to do. We still believe it's our responsibility, but now there's more awareness and recognition that it's good business to do this and that it's okay to get some recognition for being a good corporate citizen."

In order to get that recognition ball rolling, an informal but coordinated media campaign was launched in the summer of '99 in both newspapers, on 66 CFR and on Calgary 7. The message: Did you know that the Flames Foundation exists, and we've donated about \$15 million through the Flames and Saddledome Foundation to local communities in the 20 years that we've been here? That was followed up with another media campaign explaining the contributions to The Saddledome Foundation and the sports grants that have been made. (Just last month, close to \$300,000 in grant money was awarded to amateur sports groups in Calgary through the efforts of the Parks Foundation, the Saddledome Foundation, the City of Calgary, and the Calgary Flames Hockey Club.)

"We're telling the story that way, but we're also getting to know the charities that we're working with better," Gieck says, "and we're building relationships with them, and finding ways of working together beyond just a cash transaction."

In turn, the charities are telling the Flames story, as well. When Mayor Al Duerr's comments appeared in The Calgary Sun last December asking Calgarians to buy tickets now, or pay taxes later to keep the Saddledome open, two letters to the editor soon appeared – one from the Parks Foundation and one from the Children's Hospital, in appreciation for all the support the Flames have provided off the ice.

"That was really nice to see," Gieck says. "Being on this side of the business is very rewarding, because I get to take everything we bring to the table – from the profile of our players and alumni to our ability to bring volunteer teams together – and use those resources to generate the maximum benefit for our charity partners. Plus, I get to work directly with people who are benefiting from the support that we do provide.

"And that's a benefit that can't be measured in dollars and cents."

Recent beneficiaries of the Flames Foundation include:

Tom Baker Cancer Centre Alberta Children's Hospital Foundation Calgary Health Trust PARTY Program STARS Air Ambulance The Calgary Food Bank Canadian Cancer Society Renfrew Educational Services Kids' Help Phone Parks Foundation Millennium Park Special Olympics

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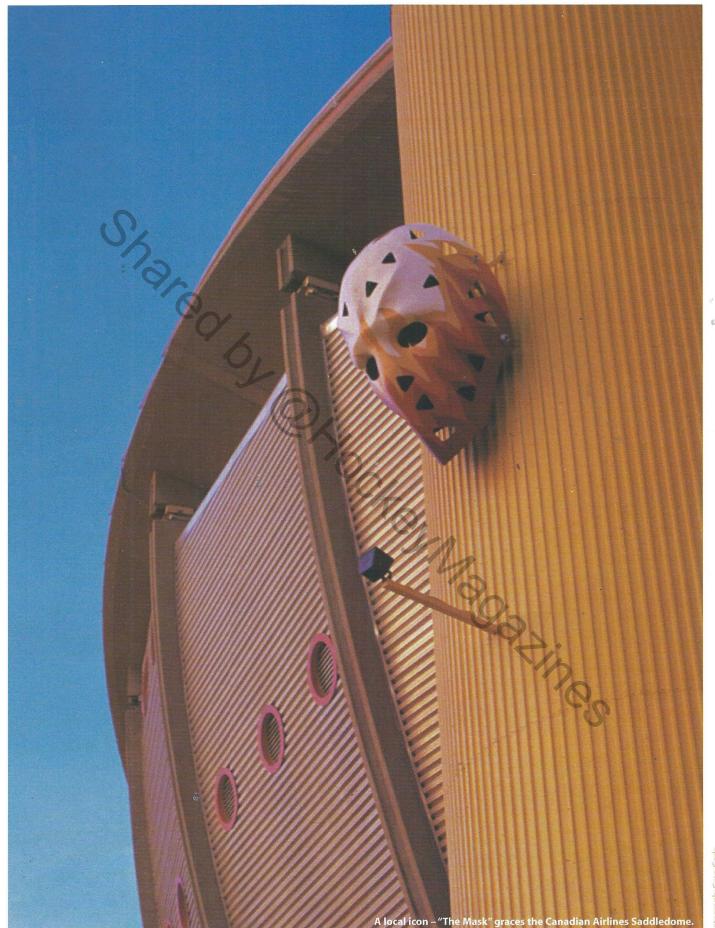
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One of Calgary's most popular landmarks has ome

served as home to some of the Flames

and this city's - greatest moments

BY MARK CRNCICH

years shy of its 20th birthday, the Canadian Airlines Saddledome may be the grand-dame of the National Hockey League. As a result of the new economics of professional hockey and rapid expansion of the NHL into new markets, new arenas have been the order of the day in the league over the last decade.

Even Maple Leaf Gardens and the previously omnipotent Forum in Montreal, long the centre of the hockey universe, are home to the NHL no longer. This leaves the Canadian Airlines Saddledome that is now, save for a few buildings scattered throughout the league, one of the oldest arenas in the NHL, having been completed in 1983.

Old does not equate with out-of-date, though. The Canadian Airlines Saddledome belies its age; it remains one of the best overall hockey/entertainment venues in North America.

"The Saddledome stands up very, very well to anything that was built around the time and built since," says Barry Graham, the lead architect for the Olympic Saddledome project, as it was known then.

Art Froese, a building construction specialist who was amongst the leadership conglomerate called the Calgary Olympic Saddledome Society that was tasked with organizing the construction proposals for the arena and later providing administrative oversight of the project, agrees with Graham's assessment of the ageless nature of the Saddledome.

"The 'Dome is still a hockey rink and it feels like one. You stand at centre ice and you know you are in a hockey arena," says Froese, who also acted as project manager during the 1995 renovations to the arena.

Graham and Froese (two men also recently involved in the Calgary Convention Centre construction) are but two of the key people involved in one of the most ambitious construction projects ever seen in this city.

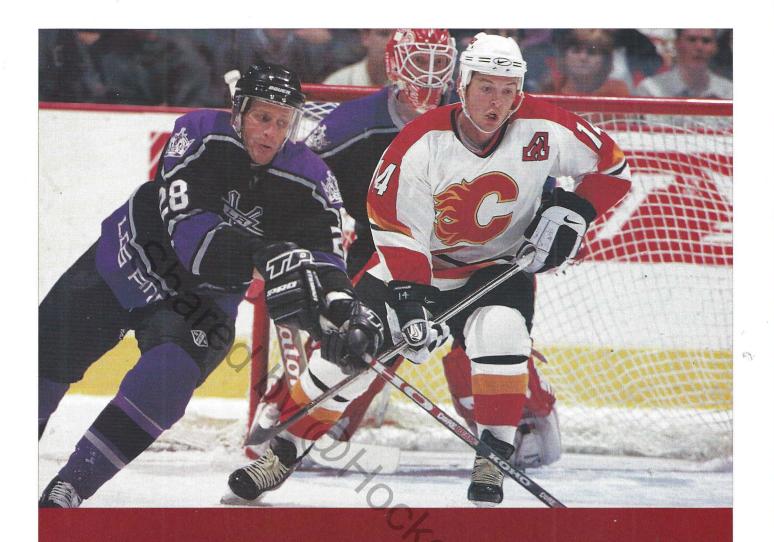
Others who played a prominent role in the success of the planning and construction of the arena include former premier Peter Lougheed, current Premier Ralph Klein, who was Calgary's mayor at the time, and Don Hartman, the city councillor who championed the arena through much of its initial controversy. There was also Bill Hay, who led much of the original construction contract negotiations and who went on to become the Saddledome Foundation's first chairman, the late Bill Pratt, the project manager and a name synonymous with Calgary's Olympic legacy, and of course, the Calgary Flames ownership group at the time, which included current owners Daryl (Doc) and Byron Seaman and Harley Hotchkiss.

The birth of the Flames in Calgary and the construction of the Saddledome are indelibly linked. The building of the arena was a crucial element in Calgary's bid to host the 1988 Winter Olympic Games. It was needed as a major venue for figure skating and hockey events, in particular. However, those involved in the bid process, like Klein and the bid's front-man Frank King, correctly surmised that the . construction of a major arena did not make sense financially if it didn't have a major tenant, such as an NHL franchise, to use the facility after the Olympics.

It was then, in 1978 and 1979, while the tenders for design proposals went out, that a group of local businessmen led by Doc and Byron Seaman and Harley Hotchkiss stepped forward and announced their intention to pursue an NHL team – the Atlanta Flames as it turns out.







1990-91 THE EMERGENCE OF THEO FLEURY

Selected 160th overall in the 1987 draft, expectations that Theoren Fleury would ever make an impact on the Calgary Flames hockey club were minimal. The good thing about low expectations is that they are easy to surpass, which is exactly what the 5'6", 160-pound forward from Russell, Man. would do.

When he was first called up on New Year's Eve of the 1988-89 season, Fleury immediately won the hearts of the Flames fans by sticking his small frame where it didn't belong: in the corners and in front of the net.

Staying with the big club through the rest of the Cup run that year, No. 14 followed up his surprising start with a 66-point effort the next year.

In 1990-91 Fleury emerged as a leader on the talented club, recording 51 goals and 104 points in the regular season.

Though the team's season ended with a heart-breaking 4-3 first-round playoff loss to, yes, the Edmonton Oilers, the against-all-odds emergence of Fleury as a bona fide NHL star made this season memorable.



The Stampede Corral, former home of the Calgary Flames.

"We wanted to bring an NHL team to Calgary to tie-in with the building of the Saddledome. It was critically important to the viability of the building that it have a long-term tenant for after the Olympics," says Hotchkiss, who was part of the original ownership group, is still a Flames owner today, and who serves as Chairman of the NHL's Board of Governors.

The Calgary group succeeded in bringing the Flames here, in spite of the meddling of one Nelson Skalbania from Vancouver who pre-empted the Calgary bid but soon sold-out to the local group. The Saddledome had its long-term tenant, the Calgary Flames, who started play in 1980 in the 7,200-seat Stampede Corral on the Stampede grounds until construction on the new building was completed.

The next hurdle was financing. With an estimated capital budget of about \$70 million, the project presented a cost well over what any one jurisdiction – the city, province or federal government – could, or would pay. The solution would come from Lougheed, the venerable Alberta premier of the time.



GEORGE JOHNSON Sports Writer, *The Calgary Sun*

GREATEST MOMENT IN FLAMES HISTORY:

1986, Calgary defeats Edmonton in Game 7 of Smythe Division finals "What I remember most is 1986 when the Flames beat the Oilers in Game 7. We came back to the airport in Calgary and there were about 22,000 people there to greet the team. We're walking down the tunnel from the plane and we could feel and hear these reverberations in the tunnel. They decided to send us, the media, out first and when they opened the doors we got the feeling

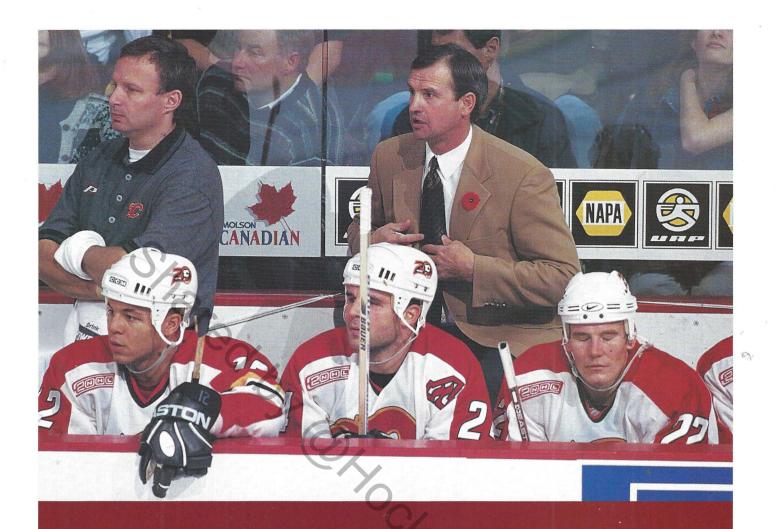
that the players get all the time. The mass adulation for the team was incredible. Beating Edmonton in the playoffs had a profound impact on this city."

IMPACT OF THE FLAMES ON CALGARY:

"Without the team, this is a city that has a rodeo, like Edmonton without the Oilers is a city with a big mall. The exciting events of 1986 and 1989 (when the Flames won the Stanley Cup) and the '88 Olympics were the most galvanizing events the city has ever seen. That can't be replaced. The team does give this city major-league status."







1997 SUTTER COMES IN FROM THE COLD

When Brian Sutter was introduced as the new Flames head coach in July 1997, he immediately set the record on what he wanted from his players. "What I ask is that every player gives everything he has, every day," he said at his introductory press conference.

Sutter played 12 seasons for the St. Louis Blues and was known, just like the rest of the Sutter brothers, as a tenacious player, a leader and a winner.

After retiring in 1988 he immediately became the coach of his old team, where he stayed for four seasons before moving on to Boston as that team's head coach from 1992 to 1995. In each of his seven seasons as a bench boss, Sutter's teams made the playoffs and in 1992-93, after leading the Bruins to a 51-26-7 regular-season record, he finished second in the NHL's coach of the year voting.

After two years working on the family farm in Viking, Alta., Sutter was brought back into the NHL fold as the man who could mould the Flames youth movement into a force in the league.

Lougheed formulated a financial partnership between the province, the city of Calgary and the federal government, which had been reluctant to be involved in a project that was viewed by some as an endeavour benefiting an NHL hockey team. Ottawa's reluctance to be involved in financing the Saddledome vanished, however, when Calgary won the bid for the Olympics.

In the meantime, Lougheed announced that his government would front the federal share until such time that it came forward with its contributions which he was confident would materialize – and it did, one week after the arena opened in 1983.

The financing agreement, for what turned out to be a total of \$94.5 million, worked out as follows: The Alberta government contributed \$31.5 million in cash, the federal government conferred \$27.8 million in cash, (with the Olympic Organizing Committee (OOC) '88 absorbing the feds' \$3.7 million share of the cost overruns) and the City of Calgary supplied \$8 million in cash and \$23.5 million in land.

The City of Calgary would become the beneficiary owner of the building. The Calgary Exhibition and Stampede was hired to manage it and received a significant share of building revenues.

In return for their financial commitments each level of government was given equal representation on a committee tasked with overseeing the eventual operation of the new arena, called The Saddledome Foundation.

Also included on the committee were the two men who procured the designers and builders of the project, Hay and Froese. In the years to come The Foundation would receive a portion of the various revenues from the building, which in turn it would distribute to bodies and agencies of the governments. This arrangement would result in the arena becoming debt free in its first decade of operation and the transfer of millions of dollars to a multitude of amateur sports and community organizations. It was the initiation of a legacy which has reached far and wide.

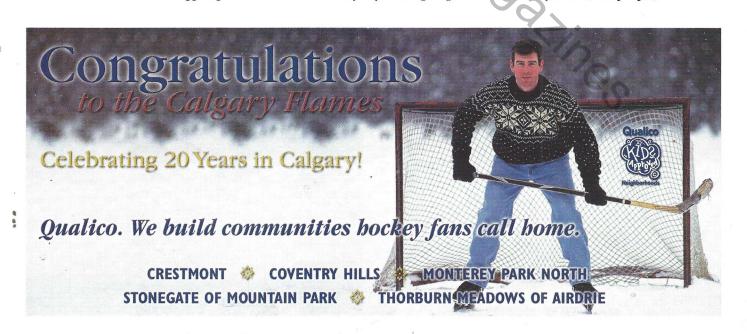
"That building has had a long arm," says Froese.

While the Flames were thrilling Calgary hockey fans in the old Corral, nearby construction began on the Saddledome in 1981. Today, those involved in the design and building of the arena agree that the most crucial phase of the project, and one that would ensure the long-term success of the building, was the design stage.

"The success of this building is a testament to the good design of the building," says Libby Raines, General Manager of building operations for the Canadian Airlines Saddledome, who started working in the arena when it opened in 1983 as administrative assistant to the building manager.

Barry Graham's firm, Graham McCourt, now Graham Edwards, won the bid to design the building (his company would also design the Olympic Speed Skating Oval). Though, admittedly, he had never been involved in a project of this type or scale, Graham attributes his success in the bidding process to his people-first approach.

"One of the biggest pitches I made was to say if you are going to build a facility for 20,000 people,





AL DUERR Mayor, City of Calgary

GREATEST MOMENT IN FLAMES HISTORY:

1989, Flames win the Stanley Cup

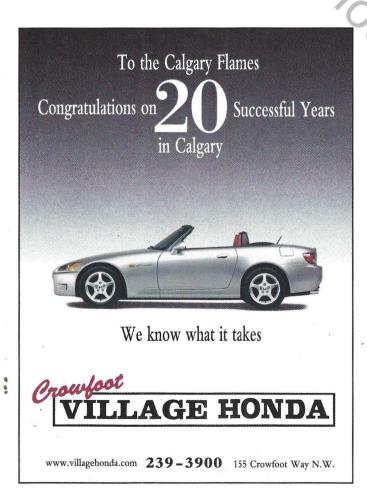
"For me it's hard to not see the immortal picture of Lanny McDonald holding the Cup up in the air. The success in that last game in Montreal was an incredible moment for everyone in Calgary. In terms of a defining moment, that was it."

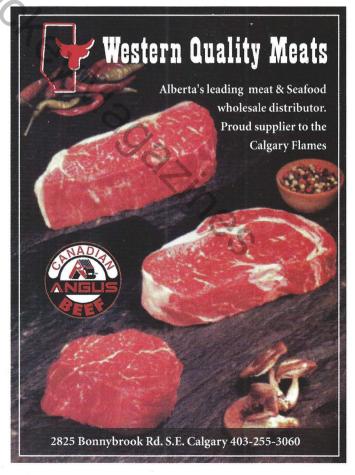
IMPACT OF THE FLAMES ON CALGARY:

"In many respects the Calgary Flames are one of the least understood good news stories in the city. The team's owners have always taken a low-key approach to the philanthropy they provide to the community. Beyond the actual financial impact, we have a franchise and an ownership group that, with one of the lowest payrolls in the league, does more for their city than any other NHL team."

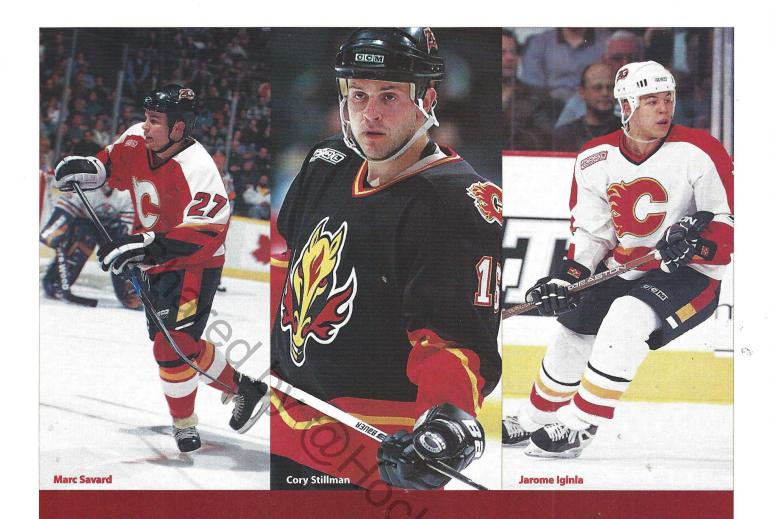
then that's who it's for, people, not some tour de force construction project that involved creating an envelope and then trying to figure out how to put people in," says Graham.

Among the designer's main considerations were acoustics, the flow of people, safety, sight-lines, lighting and air flow. Graham also developed three building types: one of concrete, one of steel and one of fabric. After consulting with his team, which included structural engineer Jan Bobrowski of London, England, a man who is credited by both Graham and Froese as an integral member of the design-build team, they turned out the distinctive saddle design, a reflection of Calgary's western heritage, which best addressed all the initial considerations, and it looked the best, as well. The building would also feature the world's largest free-span concrete roof.









1997-98 THE YOUNG GUNS

After a string of disappointing first-round playoff losses in the 1990s, Calgary Flames hockey fans were itching for a sign that their team could once again rise to the top of a league that had changed dramatically thanks to rising player salaries. In 1997-98, they were given a glimpse of things to come.

That season saw the emergence of the "Young Guns," a moniker used to characterize management's strategy to develop a talented group of young players into the future of the franchise. One such "Young Gun" was Jarome Iginla, a former junior star with the Kamloops Blazers who was acquired when the Flames sent Joe Nieuwendyk to the Dallas Stars in 1995.

In the 1996-97 season, at 19 years old and in his first full season with the club, Iginla notched 21 goals and 29 assists. He was selected to the NHL Rookie All-Star team and finished second in a very tight race for the Calder Trophy.

Iginla's fellow "Young Guns" at that time included Cory Stillman, Cale Hulse, Joel Bouchard and Todd Simpson, whose 208 penalty minutes that year led the Flames. Though the team missed the playoffs that year, and some of the "Young Guns" would move on in the coming years, the strategy for the future of the Calgary hockey team was underway.



PETER MAHER

Play-By-Play Broadcaster, 66 CFR

GREATEST MOMENT IN FLAMES HISTORY:

1989, Flames win the Stanley Cup

"When you are in this business there is no more of a tremendous feeling and sense of accomplishment than winning the Stanley Cup. Being in Montreal for the clinching game, being part of that was incredible."

IMPACT OF THE FLAMES ON CALGARY:

"From an emotional standpoint I think you could see it in January when Calgary went to Edmonton and lost 7-0. In the city you could feel how low people were. The Flames had built up a lot of excitement after three wins in a row (against Dallas, Toronto and Detroit at home) and when they took such a loss in Edmonton it was really felt by the people in town. Losing that would be a difficult thing to handle. People here ride the ups and downs of the team."

The construction of the Saddledome required a great mix of innovation, leadership, teamwork and sweat, and Froese recalls the complexity of the building taxing all the mental and physical resources the groups of designers and builders could muster.

"There was nothing easy about that building," says Froese, who would years later lead the building of the Hockey Hall of Fame in Toronto. "It was a gutsy building to do."

Graham remembers the team that worked on the construction as being one of the most enthusiastic and energetic groups he has ever worked with, but those feelings were somewhat deflated as the project approached the finish line.

A degree of controversy followed the Saddledome project from its outset. Governments were criticized for financing what would largely be home to a privately-held NHL hockey team. The unfortunate legacy of the Montreal Olympic experience, which saw its Olympic Stadium turn from a budgeted \$108 million building into a billion-dollar money pit, dogged the project. But the criticism peaked when the arena ran into cost overruns as it neared completion. It became a national story and spurred the interest of journalists, one of whom was found searching through files in a previously locked office.

An investigation by the city concluded that despite the \$11 million overrun, the value of the project was still intact. The construction team, whose morale was hurt by the controversy, nevertheless felt, in the end, the people of Calgary would embrace their labour.

"I remember talking to Bill (Pratt, the project manager) at the time and I said, 'Wait until two years after the building opens, everybody will be happy.' Bill said later, 'You know Barry, it didn't even take that long,'" recalls Graham.

Froese concurs with that assessment. "The moment that building opened to the public it was their building and they loved it," he says.

Appropriately, the opening night of the Olympic Saddledome on Oct. 15, 1983 saw the arena's first Battle of Alberta between the Flames and the Edmonton Oilers. Premier Lougheed and then-Mayor Klein dropped the opening face-off to two legends, Wayne Gretzky and Calgary captain Lanny McDonald. The Flames lost that night to their rivals, 4-3, but it was a night of celebration and the beginning of a new era of sports and entertainment in Calgary.

(The Flames didn't win their home opener in the Corral in their first year in Calgary either, tying Quebec 5-5. Since that opening loss to Edmonton in the Saddledome however, the Flames have a respectable 8-6-1 win-loss-tie record in home openers, including a 9-2 pasting of the Oilers in 1991.)

Calgary Flames hockey would certainly play a large part in the history of the Saddledome: the memorable battles with the Oilers and the exciting Stanley Cup finals in 1986 and 1989, the latter which the Flames won, are obvious highlights. But the arena has been the site of many other memorable events outside of NHL hockey.



Canadians will remember that some of the most compelling and dramatic events during the '88 Olympics took place on Saddledome ice. The much-hyped men's figure skating "Battle of the Brians" between Canada's Orser and America's Boitano lived up to its billing and still stirs the emotions of those who were there and those around the world who watched it. In fact, Orser, who was in Calgary for the Canadian Figure Skating Championships in January, said he still gets chills when he enters the arena and the memories of that special event come rushing back. Such is the legacy of the Saddledome.

The pitched excitement surrounding the men's figure skating event was surpassed by the energetic and riveting skate by Canada's Elizabeth Manley on the final night of the women's competition. Manley, not regarded as a medal favourite prior to the event, stole the show from the vivacious, legend-to-be Katarina

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If it wasn't enough that the likes of the Olympics, Wayne Gretzky, Lanny McDonald and a Stanley Cup would alone create an enduring legacy for the Saddledome, how about the appearance of Jean Chretien and Cher at the arena in the same year?

Described by current Saddledome General Manager Libby Raines as one of the most challenging events ever staged at the building from an operations standpoint, the federal Liberal Party held its leadership convention there in 1990. As unremarkable as political leadership conventions have become, that year's gathering of Liberals to vote for a new leader marked the return of Chretien to politics.

Almost two months to the day after Chretien was elected leader of the Liberal Party, a nyloned and thonged Cher drew over 13,000 people to the arena for her concert.

Since the Saddledome hosted Vera Lynn and Jimmy Kennedy BILL MASTERTON TROPHY FOR DEDICATION: Gary Roberts, 1995-96;

Lanny McDonald, 1982-83

KING CLANCY AWARD FOR

COMMITMENT TO HOCKEY: Joe Nieuwendyk, 1994-95;

Lanny McDonald, 1987-88

LADY BYNG TROPHY FOR

GENTLEMANLY CONDUCT: Joe Mullen, 1986-87 and 1988-89

CALDER MEMORIAL TROPHY FOR TOP ROOKIE; Sergei Makarov, 1989-90;

Joe Nieuwendyk, 1987-88;

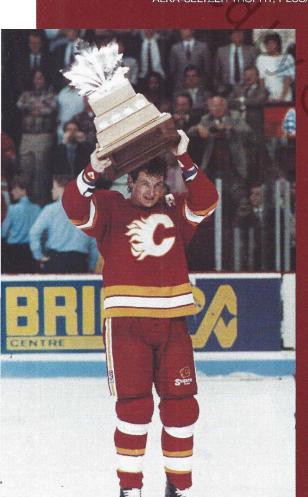
Gary Suter, 1985-86

CONN SMYTHE TROPHY FOR PLAYOFF MVP: Al MacInnis, 1988-89

ALKA-SELTZER TROPHY, PLUS/MINUS AWARD: Theoren Fleury (tied) 1990-91;

Joe Mullen, 1988-89;

Brad McCrimmon, 1987-88



Al MacInnis

The Flames' most prolific All-Star is Al MacInnis. The Flames' all-time leading scorer as a defenceman was voted to the NHL's end-of-season All-Star team five times, including four straight appearances from 1986-87 to 1990-91. MacInnis is also tied for the all-time Flames' lead in selections to the midseason All-Star team, as voted by fans, with six appearances.

Other Calgary Flames players selected to the season-ending All-Star squad include Joe Mullen, Hakan Loob, Theoren Fleury, Gary Suter, Lanny McDonald, Brad McCrimmon and Mike Vernon. Fleury is tied with MacInnis for mid-season All-Star appearances with six.

Other mid-season All-Stars that appeared in multiple games include (with number of selections in brackets): Lanny McDonald (2), Gary Suter (4), Joe Nieuwendyk (4), Mike Vernon (5), Joe Mullen (2), Gary Roberts (2).

Calgary has also been well represented on the season-ending All-Rookie team. Most recently Derek Morris (1997-98) and Jarome Iginla (1996-97) were included at the top of their firstyear classes. Other Flames All-Rookies include: Sergi Makarov, Joe Nieuwendyk, Gary Suter, Hakan Loob and Jamie Macoun.

And it appears as if awards and records will continue to fall to Flames players in the new millennium. In February, Phil Housley scored his 310th career goal to tie him with Dennis Potvin for third on the list of NHL defencemen. As well, Housley and Valeri Bure represented the Flames at the 2000 NHL All-Star game in Toronto. It is the first time since 1993-94 (Joe Nieuwendyk and Al MacInnis) that the Flames have had two All-Stars in the same season.



Goaltender Fred Brathwaite has become a new Flames favourite over the last two years.

on Nov. 11, 1983, followed a week later by the Moody Blues and Stevie Ray Vaughan, the arena has brought to Calgary a diversity of some of the biggest and most popular rock, pop and country acts of the last 20 years. The list includes Elton John, Garth Brooks, Genesis, Tina Turner, Van Halen, Neil Diamond, Dolly Parton, Willie Nelson, Alice Cooper, David Bowie, Rod Stewart (who drew over 34,000 to the Dome over two nights in July 1984), Shania Twain, Fleetwood Mac, and Britney Spears, to name just a few.

Though the arena is most closely associated with hockey, the design of the building in fact lends itself better to music concerts. The rich acoustic characteristics of the Saddledome are a result of the original design and the reason the site was selected in 1999 to play host to the World Barbershop Quartet championships.

"When organizers of the championships came to Calgary to test the arena they said to me that the Saddledome had the best acoustics of any venue they had visited in the world," says Raines.

Another highlight in the history of the building occurred when Calgary hosted the Labatt Brier Canadian Men's Curling Championships in 1997.



The play in the 'Dome marked the first move of the event into a big-time sports arena and the 10-day event drew a record number of fans.

In 1994 the Saddledome underwent significant changes. The Flames owners, reacting to the rising cost of professional hockey, decided the team needed more of the cash generated by the Flames and they bought out the management contract of the Calgary Exhibition and Stampede, which cost them \$20 million. They became the building operators as well as the funding body of the Saddledome Foundation. After the hockey team became the arena's managers, the Flames again reached deep into their own pockets, to the tune of another \$22 million, to renovate the building and modernize it.

"When we originally designed the building we didn't realize that there was a building being designed near Detroit that would change the world of sports. When we saw what they did there and the revenues they generated from new ideas, it prompted talk of renovating the 'Dome," says Froese.

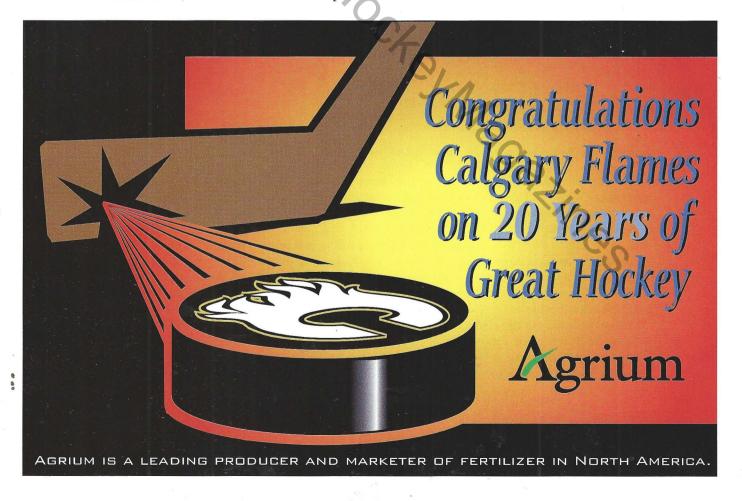
Froese, who was hired as project manager for the renovations which took place over four months in the spring and summer of 1995, is talking about The Palace, the sporting wonder that Detroit Pistons owner Bill Davidson constructed for his team. A focal point of The Palace design was luxury suites, which were placed lower than in traditional designs.

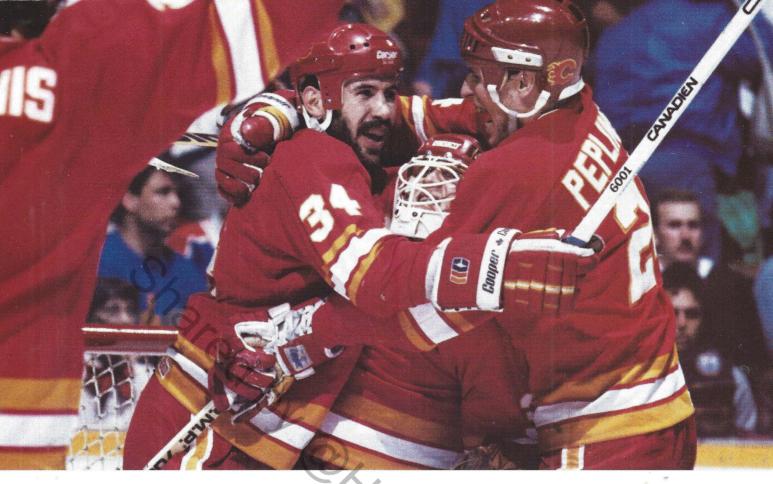
The Saddledome renovations, which brought back Calgary's CANA Construction Co. as the general contractor, included the creation of The Chrysler Club, an upscale seating area for season ticket holders which includes its own exclusive dining room and pub.

Those who have been and are closely associated with the building say the renovations propelled the already successful arena into a new stratum of excellence.

"This is a world-class building," says Flames President and CEO Ron Bremner.

The foundation of the success of the Saddledome over the years certainly lies in its design, but another key element in the operation of the arena is the level of service people can expect when they visit the building. During any given event, a team of 700 workers, from janitors and parking lot attendants to cooks and ushers, strive to make the fans' experience at the arena a memorable one.





Not only was the city on top of the world with the completion of the Saddledome in 1983, but also on May 25, 1989 when the Flames won the Stanley Cup.

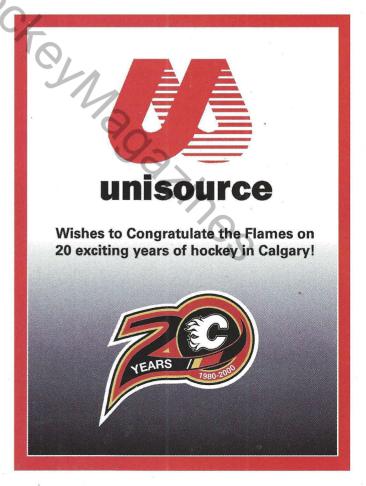
"The staff does have a good understanding of the Golden Rule in this business: treat people as they would want to be treated themselves," says Raines. "The staff take real pride in this facility and they share in the success of each and every event we have hosted."

Indeed, the emphasis on customer service is the key to getting people to come back, says Bremner.

"We can win a hockey game 5-2, but if someone has a cold hot dog and a warm beer they probably won't come back," says the Flames' President.

As it approaches its 20th anniversary, it is safe to say that the Canadian Airlines Saddledome has had a profound impact on the city of Calgary, a matter of a great deal of pride for those originally involved in its development.

"Personally, I am so pleased with the kind of impact the building has made on the community," says Froese. "It is satisfying to know that you played a part in its beginning and are a part of the large team which has made it such a success. A lot of us felt on top of the world when it was finished in 1983 and we still feel that way."



The real opinion makers

LONG-TIME SEASON TICKET HOLDERS AND CORPORATE PARTNERS SHARE THEIR VIEWS ON THE IMPORTANCE
OF THE FLAMES IN CALGARY

WRITTEN AND COMPILED BY MARK CRNCICH

They are the foundation of the Calgary Flames franchise. They are a key element in the financial well-being of the organization. On any given night when the Flames are playing at home in the Canadian Airlines Saddledome, they span the arena from top to bottom enthusiastically spurring the home team on to another win.

They are the season ticket holders.

Whether it is for entertaining important business clients or because they can't get enough of their team, the season ticket holders make up nearly half of every home game crowd. As some of the most ardent Flames supporters, we asked a sampling of corporate and individual season ticket holders why they support the club and their views of the impact of the franchise on the city of Calgary.

TIM HAMILTON

Partner, Caldwell Partners AMROP International

"A big part of our practice is recruiting high-level executives from across Canada and the United States. The utilities of the future in terms of attracting quality executives are in the area of quality of life issues and having the Calgary Flames specifically and the NHL here in general are an important part of the mix. I like to use the Calgary Flames as an illustration of the values, philanthropic nature and volunteer spirit of the city because of all the things that the organization does in the community.

Senior executives and top-flight minds want to come to a world-class city and an NHL franchise is important in sending the message that indeed Calgary is world class."

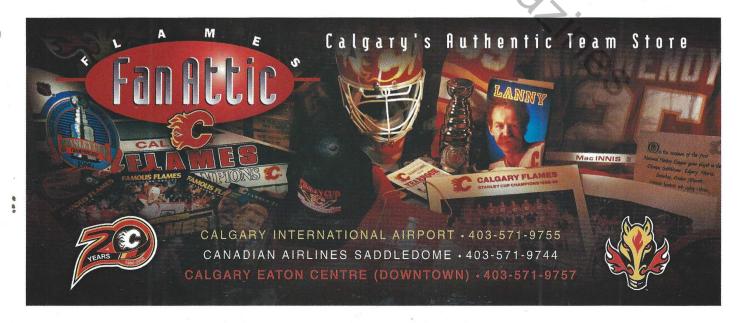
BARRY SULLIVAN

Season Ticket Holder for 20 years

"I played hockey as a kid, and I still play old-timers hockey, and for me the ability to see NHL hockey was compelling. That is why I bought season tickets when the Flames came to town in 1980. As far as the impact of the team, clearly having the Flames here gives the city a higher profile in your own country and to some degree in the United States. It gives you more exposure. I think the team gives people here a little more pride in their city and it does make you feel a little more big league."

LOU KANARY

Director of Sales, Western Canada, Kraft Canada "The Flames offer a good entertainment value for us to entertain our customers. The Flames are high profile and are



well known in the community and that impresses people. In addition, the team promotes a good economic spin for the city by operating here. The money that is generated by them finds itself into other areas of the city. Having an NHL team profiles our city well and gives people a feeling a civic pride."

JOHN SULLIVAN

Owner, Sign Effects, Season Ticket Holder since 1980 "For us, the attraction is certainly the entertainment value, and in the fact that we can use (our tickets) as a business tool. In terms of impact, you can argue a lot of things back and forth but you can't argue about the notoriety the team gives to Calgary. It positions us in the North American business market . . . and you can go to places like Tampa Bay and mention you are from Calgary and anybody who follows the Lightning or NHL there will know where you're from."

SEAN DURFY

Vice-President, Unregulated Business, Enmax

"From a corporate standpoint, season's tickets are well worth the investment - there is excellent value in being able to spend extended time with our clients in a relaxed atmosphere. So often in the hectic business world, we rarely get the chance to get to know our customers intimately. It is tremendous how much can be accomplished over dinner in the Chrysler club and through three periods of Flames' hockey. To any business person thinking of making the investment - I strongly believe if you have customers, it is possibly one of the best sales and marketing tools you can find today.

If Calgary were to lose the Flames organization to a larger U.S. city, I believe the financial impact to the city would be substantial. Regardless of the emotional argument, that Canada is losing another one of its beloved hockey teams to the U.S., there certainly is a compelling economical argument. From an employment standpoint, it would be quite devastating in terms of job losses, both part time and full time staff. The loss of spin-off industries that have been created because of the Flames, from the local advertising firms that dream up the creative we see in the Saddledome to the local companies that install the signs, would be substantial. And finally, the loss of all forms of tax revenue to the City of Calgary created from the Flames organization would be a substantial loss - which would have to be made up through other tax streams. The bottom line is that the Flames organization is a vital and key ingredient to making Calgary the world-class city that it is today."

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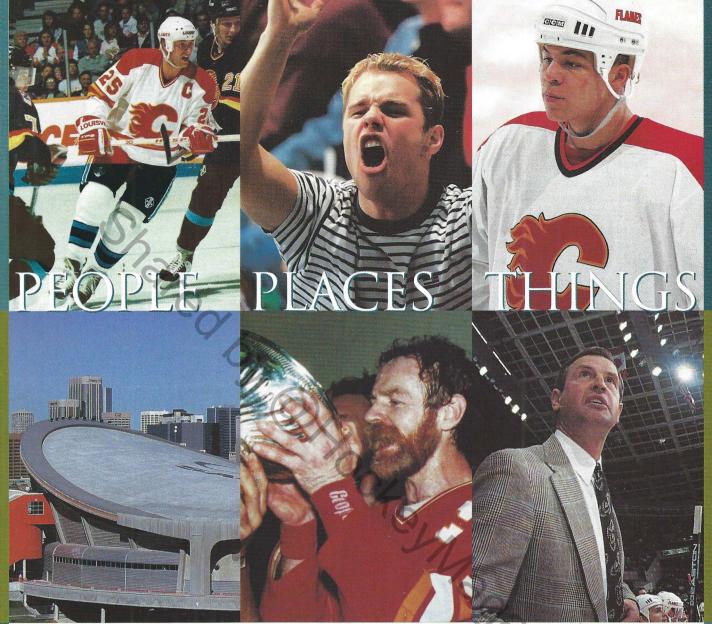
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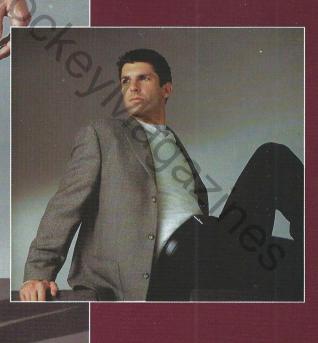
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